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INTRODUCTORY SECTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Springs
Florida**

For the Fiscal Year Beginning

October 1, 2006

President

Executive Director

LETTER OF TRANSMITTAL

OFFICE OF CITY MANAGER
201 WESTWARD DRIVE
MIAMI SPRINGS, FL 33166



City of
MIAMI SPRINGS
Florida

TELEPHONE
(305) 805-5010
FAX:
(305) 805-5040

October 1, 2007

To the Honorable Mayor, City Council, and Citizens of Miami Springs, Florida:

Under the provisions of Chapter 200.165 Florida Statutes and Article IX, Section 9.01(2)(a)-(e) of City Charter, I respectfully present the adopted budget for the fiscal year 2007-08 as approved by the City Council on September 24, 2007.

This budget has been prepared through the combined efforts of the Administration and the City Council and is based on the following:

- A reduction in the millage rate from the current 7.5000 to **6.3000**, the third straight year of millage reductions to our residents. This is separate from the **.3579** millage rate supporting the general obligation bonds for the golf course. As you are aware the State Legislature passed a property tax relief legislation this year, under this legislation our city was required to lower its millage rate to the rollback rate less 5% which results in a millage of 6.4423. Council further reduced this rate to 6.3000, **this will be the lowest millage rate since 1992.**
- Although the budget does not increase our fund balance significantly, it is a balanced budget without using any of our \$3.4 million fund balance reserve. This budget maintains our current levels of service in some areas while providing for additional infrastructure and capital improvements in other areas. This is important based on the increased costs faced by the City for the upcoming year. These issues are addressed below.
- Based on the priorities set by council, we have allocated funds for 1) the 36th Street development plan and commercial district boundaries, 2) providing \$500,000 to the City's contingency fund for Hurricane related costs, and 3) funding for grant writing, lobbyist, and public information officer. The proposed budget requests an increase in sanitation fees of \$10 per month. This increase will eliminate the past general fund subsidies to this operation to cover operating deficits while also providing for the building up of reserves which up to now have been non-existent.

We have attempted to address the economic realities facing the City of Miami Springs during the Fiscal Year 2007-08 budget process. We have concentrated our efforts on maintaining the exceptional quality of life we have all grown to expect and appreciate. We will strive to accomplish this goal in a manner that will not jeopardize our ability to respond to local and regional economic changes or compromise the financial future of the City. It is within this framework that this budget was developed.

There are various major challenges facing the City in the upcoming fiscal year:

- Significant increases in: a) Health insurance costs, and b) increases in liability and workmen's compensation insurance.
- Reducing losses from the Sanitation enterprise funds. This fund has been operating at a deficit and has required general fund subsidies
- Increasing the City's reserve balances in order to meet the future needs of the community.

A significant amount of our effort during the budget process has been devoted to addressing the challenges outlined above. Through the efforts of City management and the support of the City Council, we have made significant progress in changing the operations of the golf course in order to decrease the annual losses since it was acquired in 1997.

LONG RANGE ECONOMIC PLANNING

The City of Miami Springs is located in Southeast Florida, Miami-Dade County, immediately north and bordering the Miami International Airport. The City, primarily residential in nature, comprises approximately 2.8 square miles with approximately 14,000 full-time residents. The southern-most area of the City, located along the 36th Street business corridor, is commercial in nature with hotels, restaurants, and office & industrial complexes. These facilities primarily service the airport and support industries related to the airport and its employees.

The Administration recognizes the importance of increasing its commercial tax base for future economic health and to reduce the tax burden on the residents. To this end, the City is continuing to pursue the viability of annexing areas west of the City, aggressively pursuing the re-development of the NW 36th Street corridor, and the improvement of the downtown district ("the Circle").

The City is currently negotiating with Miami Dade County for the possibility of the County taking over the City's water and sewer operations. For the past ten years, this system has operated at deficit levels and has required that the City implement rate increases which have risen to the point that the City of Miami Springs has the highest water and sewer rates of any municipality in the county. If successful, this may represent a substantial net savings to our residents and allow the City to focus its efforts in other areas.

The City's recreation infrastructure and facilities are aging and need renovation and/or replacement. The Administration has presented Council a master plan for new facilities which will cost approximately \$10-12 million, another option is renovating the existing facility at a significantly lower cost. Council will need to decide which option is best for the city, The City already has grants and fund balance designations that total \$2.1 million for this project, if new construction is selected the City will need to seek a financing source for the \$8-\$10 million in costs over and above what is already available.

MILLAGE RATE AND FUNDING

The Miami-Dade County Property Appraiser has certified to the City that the Current Year Adjusted Taxable Value of all Real and Personal Property in the City is \$1,018,973,801 (subject to appeals), up 11.7% over last year's Final Gross Taxable Value of \$914,278,468. It is against this figure that all various and sundry taxing authorities levy their millage, which results in the total tax bill for each property owner. Historically, the City's share of the total tax levy has accounted for about 25-29% of the total resident's tax bill.

The Fiscal Year 2006-2007 Millage Rate was 7.5000. Council approved a millage rate of 6.3000 to fund the Fiscal Year 2007-2008, a reduction of 1.2 mills from FY 2006-07, this represents a reduction of approximately \$105 for the average homesteaded property owner in the City. This rate will generate approximately \$6,661,055 for the General Fund or approximately 56% of total General Fund revenues.

The following example illustrates the estimated Ad Valorem Tax paid by a property owner under the adopted rate:

Assessed Property Values	\$150,000	\$200,000	\$300,000	\$350,000
LESS: Homestead Exemption	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>	<u>-25,000</u>
Taxable Value	\$125,000	\$175,000	\$275,000	\$325,000
Adopted Millage (6.3000)	\$ 787.50	\$1,102.50	\$1,732.50	\$2,047.50

GENERAL OBLIGATION (G.O.) BOND ISSUE DEBT SERVICE LEVY

The City is also required to adopt a mandatory debt service millage levy of .3579 as opposed to .3953 for FY 06-07 to meet the City's financial obligation on the General Obligation Bonds. These bonds were authorized by the electorate for the acquisition of the Miami Springs Golf and Country Club. The City's budgeted principal and interest payment for FY 2007-08 is approximately \$398,275. Other expenses include paying agent and regulatory agency fees. The millage is a mandatory millage and must be set to cover every dollar of the debt as specified in the regulations and covenants of the bonds.

BUDGET IN BRIEF

The 2007-08 budget for all funds totals \$28,158,101 representing an increase of 7% from the 2006-07 amended budget.

PROPOSED BUDGETS FOR VARIOUS FUNDS

Below are the various funds comprising the City's budget, delineating the anticipated revenue and expenditure levels:

<u>Funds</u>	<u>Revenues/Sources</u>	<u>Expenditures/Uses</u>
General Fund	\$ 12,750,269	\$ 12,750,269
Special Revenue Funds	2,578,957	2,578,957
Capital Projects Funds	3,605,000	3,605,000
Enterprise Funds	8,825,600	8,825,600
Debt Service Fund	398,275	398,275
Total All Funds	<u>\$ 28,158,101</u>	<u>\$28,158,101</u>

The General Fund

The General Fund budget (excluding amounts reserved for fund balance) decreased by \$643,518 (4.9%), from \$13,157,902 in FY2006-07 to \$12,514,384 in FY 2007-08. The FY 2007-08 budget establishes an emergency contingency fund of \$500,000, and a **\$235,885** reserve to increase our general fund balance.

The following is a summary of significant increases/decreases in the general fund budget:

1. Inter-fund subsidies decreased by \$363,764 or 71.1%.
2. Capital outlay decreased by \$1,079,000 or 79%.
3. General fund revenues decreased by \$377,771 due to a decrease in ad valorem tax revenue due to tax reform

The Golf Course Fund

The FY 2007-08 budget for the golf course operations projects a Golf Course profit for FY 2007-08 of approximately **\$11,360**. This will be the first year since the purchase of the golf course in 1997, that the operation has budgeted an operating profit.

The Water & Sewer Fund

For FY 2007-08 the Water & Sewer operation is projected to generate an operating profit. This profit will be achieved due to the rate increases put into effect on October 1, 2005.

Sewer disposal costs for FY 2007-08 are budgeted at \$2,550,000 which is a 16% increase from the FY 2006-07 budgeted amount of \$2,200,000. This increase is due to the fact that during FY06-07 no significant sleeving or other repairs were performed on the system since staff was working on a possible turn over of the system to the County.

The Sanitation Fund

For FY 2007-08 the operation is projected to report an operating profit of **\$17,933**. This profit is mainly due to a \$10 per month rate increase budgeted for FY07-08. This profit will also be viewed in a positive light by our credit rating agencies in our quest to regain our "A" rating.

Revenue Highlights

Overall, the largest single source of revenue is "charges for services", representing \$10,523,475 or 37% of total revenues. The majority of these charges, approximately \$8,825,600, are generated from the City's enterprise funds (Water & Sewer, Sanitation, and Stormwater).

The second largest source of revenue is "Ad Valorem taxes", which represents 25% of total budgeted revenues and is budgeted at approximately \$7,059,330. This is mainly attributed to the increase in assessed values for FY 2007. This increase has enabled the City to lower its millage rate from 7.5000 to 6.3000.

Expenditure Highlights

Public safety is an important component of local government service. In order to provide first-rate police services, 47% of the General Fund budgeted expenditures are for Public Safety (excluding the Building & Zoning Division). The FY 2007-08 Police budget reflects a 3% increase from the FY 2006-07 budget. The proposed Police budget will provide equal and in some cases enhanced services to our residents, provides a 4% cost of living increase to the police force and provides funding for necessary replacement vehicles and equipment.

Total budgeted salaries (excluding fringe benefits to the City's employees) for FY 2007-08 is approximately \$8,195,349 or 28.1% of total budgeted expenditures for all funds. This represents a decrease of \$142,491 (1.7%) over the FY2006-07 budgeted salaries of \$8,247,840. This decrease was due to the outsourcing of some positions in the golf operation and the freezing of vacant positions for FY2008.

FUND BALANCE

The FY 2007-08 budget will increase our unrestricted general fund balance by **\$235,885** to approximately **\$3.8 million** (30% of general fund expenditures), after deducting the \$1.5 million in reserves designated by council, we will have \$2.3 million in undesignated reserves which represents approximately 18% of general fund expenditures.

ACCOMPLISHMENTS

During the past fiscal year, the Council and Administration of the City have worked diligently and successfully to provide for the types of services and facilities our citizens desire. The City has successfully maintained, and in some cases, expanded its performance capabilities in service delivery during the past fiscal year. Some of the more significant accomplishments are:

- Negotiated the details necessary to bring the possible transfer of our water and sewer department for a Council and County Commission vote.
- Continued improvements to the bottom line at the golf course as the first full year as a city department. With the new greens in play and changes to the operations, we experienced a revenue increase of \$250,000 over the prior year. The revenues this past year were the most ever experienced by the course in the ten years we have owned it.
- The Recreation Department was reorganized and cross training provided to transition new supervisors to replace scheduled retirements. The City also conducted a Needs Assessment Survey to help determine future staffing and facilities planning. New restrooms were begun at Stafford and Dove Avenue Parks. New sunshades were added at the "Let's Build It" tot-lot, and a new replacement bus and van were purchased to transport our children.
- Through six months of effort and a constantly moving target, the City was able to meet and exceed the state tax reform mandated rollback of 6.44 to 6.30 mills.
- The Evaluation and Appraisal Report for our Comprehensive Plan received final approval from the State, allowing us now to proceed on future amendments supporting the redevelopment of the NW 36th Street corridor.
- Provided funding to allow the Miami Springs Historical Museum to be relocated to Westward Drive.

CONCLUSION

The process of budget preparation for the upcoming fiscal year has been extremely challenging, yet rewarding. This budget should ensure the continued economic and social success of this City. Through an overall review of all departmental operations, we have been able to cut costs, where possible, without reducing critical services to our residents. We are extremely proud of the fact that this budget proposes a decrease in the City's millage rate for the upcoming fiscal year, this would be the second consecutive year that the millage has been reduced, while budgeting for an increase in the City's General Fund balance. Our continued goal is to build up our reserve fund balances.

I wish to acknowledge my appreciation to all department heads for their cooperation during this process. I would be remiss if I did not make special note of the efforts of my Finance Director, William Alonso, for all of his efforts in preparing this budget. More importantly, I wish to thank Council for its continued support.

Respectively Submitted,


James Bergmann
City Manager

INTRODUCTION TO BUDGET PROCESS

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Budget Process:

- 1) During June, departmental access to the proposed budget module is enabled to initiate the capture of data for the ensuing fiscal period. The budget module provides the following tools that facilitate the preparation and completion of the budget process:
 - a. Defined object codes required by the State Uniform Accounting System.
 - b. An alphabetical listing of object codes for expenditure accounts.
 - c. A current personnel roster for each department.
 - d. Computer generated budget worksheets showing actual expenditures for the prior and current years; the current working budget; and a status quo personnel cost projection.
 - e. Various computer generated worksheets showing departmental allocations of certain general costs (e.g.: insurance, telephone, internet, employee benefits, etc.)
- 2) Each individual department prepares a proposed budget comprised of the following:
 - a. Mission/Goals
 - b. Objective
 - c. Functions and major activities
 - d. Budget highlights
 - e. Budget projections by line item
 - f. Staffing levels
 - g. Supporting schedules
 - h. Organizational chart
 - i. Performance measures
- 3) This information is reviewed by the Finance department for accuracy and proper form. A budget package is then prepared for meetings with the City Manager.
- 4) During the month of July, the City manager, Department Directors, and the Finance Director, review the proposed budget and make necessary revisions.
- 5) During the beginning of August, the city Manager submits to the City Council a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing October 1st.
- 6) Two public hearings are conducted at the City Council Chambers, to inform the taxpayers and receive their comments. The adopted budget is integrated into the accounting software system effective October 1st. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Budget Process (continued):

- 7) The City Code requires a majority affirmative vote of the City Council to adopt the budget, which prior to October 1st, is legally enacted through passage of an ordinance.
- 8) The adopted budget may be amended as follows:
 - a. The City Council approves budget amendments/adjustments that transfer monies from fund to fund, within departments, or interdepartmentally.
 - b. The City Council may approve supplemental appropriations of revenues and expenditures. If this is done, adoption of an amended budget ordinance is required.

Other Budget Information:

- 1) Section 9.04 of the City Charter stipulates that the legal level of control is at the departmental level.
- 2) The following funds have annual appropriated budgets:

Governmental Funds:

 - a. General Fund
 - b. Debt Service Fund
 - c. Special Revenue Funds which consist of the following:
 - i. Law Enforcement Trust Fund
 - ii. Road and Transportation Fund
 - iii. Senior Center
 - iv. Golf Course
 - d. Capital Projects Fund

Proprietary Funds:

- a. Water and Sewer Fund
- b. Sanitation Fund
- c. Stormwater fund

There were four Special Revenue Funds that were not appropriated in the current year's budget, they include the Grants Fund, Hurricane Fund, and the Police Grants Fund.

- 3) There are four basic differences between the budgetary basis of accounting and the basis of accounting that follows Generally Accepted Accounting Principles (GAAP) for state and local governments:

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Other Budget Information (continued):

- a. **Basis of accounting:** “Cash plus encumbrances” (accrual) and “modified accrual” are two different ways to define revenues and expenditures.
- b. **Timing:** The budget period may differ from the accounting reporting period (i.e.: lapse periods for encumbrances)
- c. **Perspective:** The budget and accounting reports may have different fund reporting structures (i.e.: a budget may account for debt service in the general fund, while GAAP principles require debt service to be recorded in a separate fund); and
- d. **Entity:** The Comprehensive Annual Financial Report may not include the same entities and funds as the budget document.

The budgets of the *governmental funds* (for example, the General Fund, and the Road and Transportation Fund) are prepared on the modified accrual basis of accounting. This means revenues must be both measurable and available to liquidate liabilities of the current period. Likewise, expenditures generally are recognized when an event or transaction is expected to draw upon current spendable resources. For example, debt service payments are budgeted in the year that they are paid, as opposed to the period to which the interest costs relate. Similarly, capital outlays are budgeted when expenditures are expected to occur.

Budgets for the *proprietary funds* are adopted on the accrual basis of accounting with the exception that capital outlays are budgeted as expenditures. The accrual basis means transactions and events are recognized as revenues/gains or expenditures/losses when they occur, regardless of the timing of the related cash flows.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City’s finances on the basis of GAAP. In most cases this conforms to the way the City prepares its budget. During June 1999, the Government Accounting Standards Board (GASB) issued Statement No. 34. This statement established new accounting and financial reporting standards for state and local governments. The City implemented the new financial reporting requirements of GASB 34. From a budgetary perspective, the statement requires a budget to actual comparison, showing both the original adopted budget and the final working budget.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Other Budget Information (continued):

- 4) The budget is monitored on a monthly basis to track variances between actual and budgeted amounts. Significant variances are investigated and compared to prior year. Changes are made to cover unacceptable variances. In addition, budget staff review personnel requisitions and monitor Council agendas for any financial impact.

For budgetary purposes, significant capital encumbrances outstanding at year-end are re-appropriated in the subsequent year's revised budget, rather than shown in the adopted budget. Insignificant encumbrances outstanding at year-end are deemed to have lapsed and the related expenditures are charged to the subsequent year's budget when incurred. Accounting for encumbrances, provides a means of controlling and monitoring the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are submitted to the Council as a subsequent year's revision. Encumbrances do not constitute expenditures or liabilities in the current year, but instead are defined as commitments related to unperformed contracts for goods or services, which are only reported in governmental funds.

- 5) The hierarchy for reporting and budgetary control is as follows:

- a) Fund
- b) Function
- c) Division
- d) Project
- e) Object Code

Capital Budget Process

The City Manager and the various department directors submit plans, which are incorporated as part of the five-year capital improvement Program (see 5-Year Capital Improvement section). The source of funding is identified five years before the actual expenditures are made. The department directors are responsible for preparing the annual budget to operate the new facilities. Capital expenditures are an integral part of the annual budget, and follow the same approval process as the operating budget.

Fund Structure

The accounts of the City are organized and operated on the basis of funds: A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Other Budget Information (continued):

The City of Miami Springs has the following fund types:

Governmental funds are used to account for the City's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e.: when they are "measurable and available") "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end.

Expenditures are recorded when the related fund liability is incurred, except unmatured interest on general long-term debt which is recognized when due, and certain compensated absences and claims and judgments which are recognized when the obligations are expected to be liquidated with expendable, available financial resources.

Property taxes, franchise and communications taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual, and are recognized as revenues. Only the portion of special assessments receivable, due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the accrual criterion is met. Expenditure driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other grant requirements have been met.

Governmental funds include the following fund types:

The *general fund* is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *special revenue funds* account for revenue sources that are legally restricted to expenditure for specific purposes (not including expendable trusts or major capital projects).

The *debt service fund* accounts for servicing of general long-term debt not being financed by proprietary or nonexpendable trust funds.

The *capital projects fund* The Capital Projects Fund is used to account for the funding of municipal construction projects city-wide.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Other Budget Information (continued):

Proprietary funds are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The City applies all applicable GASB pronouncements as well the following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. Financial Accounting Standards Board (FASB) statements and interpretations, Accounting Principles Board (APB) opinions and Accounting Research Bulletins (ARB's).

Proprietary funds include the following fund types:

Enterprise funds are used to account for those operations that are financed and operated in a manner similar to private business or where the Council has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

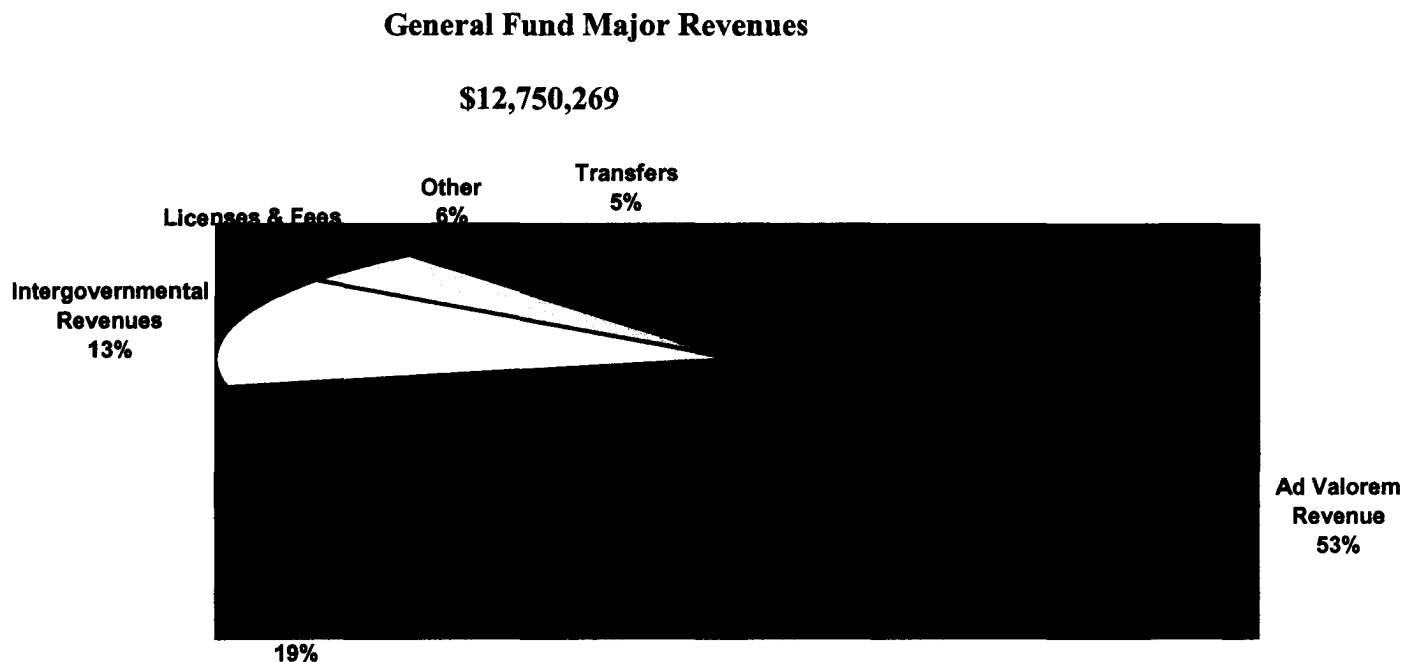
Funds Excluded from Adopted Budget

There were four Special Revenue Funds that were not appropriated in the current year's budget, they include the Grants Fund, Hurricane Fund, and the Police Grants Fund. These funds, however, are included as part of the city's audited financial statements.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

Estimation of revenues and expenditures are predicated on the considerations presented below. In addition, tables and charts highlighting the major revenue and expenditure components have been provided. Due to rounding, the percentages related to the components of some charts and graphs may not add up to 100.0%.



Revenues: The revenues depicted in the chart above, represent the top four revenue categories of the General Fund, all other revenues are grouped together as "Other". The two most significant revenue sources are, Ad Valorem Revenues, which provide (53%) or approximately \$6.8 million, excise taxes which represent 19% or \$2.5 million, and intergovernmental revenues which represent 13% or \$1.7 million of the General Fund's revenues.

Basis of Revenue Estimates

The City has several sources of revenue that support the services that are provided to residents. Descriptions of the major revenue sources from both governmental and proprietary funds are provided along with the pertinent forecast methodology.

Although some revenue sources are impacted by unique independent variables, there is one primary variable (Consumer Price Index [CPI]) that influences most of the City's revenue sources. Population growth is not a factor since the City's population has remained stable for the past ten years.

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Trend analysis is the only quantitative technique currently used for forecasting revenues. The trend analysis employed, described below, determines the growth pattern of a particular revenue source based on the most recent 24-months of actual receipts:

Rate of Change: The rate of change is determined by the relationship of the most recent 12 months [1-12] to the previous 12 months [13-24]. This is the first step [#1].

Current Year Forecast: The balance of the current year is projected by applying the rate of change developed above to the unmatched months of the prior year [Step #2]. The result is added to the current year-to-date receipts to yield the forecast for the current year [Step#3].

Budget Year Forecast: The current year forecast is multiplied by the rate of change to project the budget year revenue [Step #4]. The inherent assumption is that the rate of change in the revenue will be sustained. In an attempt to include economic factors, the result is adjusted by the change in CPI. All references to the historical trend in the following pages are based on this methodology. *The CPI used for the FY2007-08 projection is 2.7%.*

Step # 1-Calculation of rate of change:

$$\frac{\text{Most recent 12 months}}{\text{Prior 12 months}} = \frac{\text{Months 1 through 12}}{\text{Months 13 through 24}} = 1 + \text{Rate of Change}$$

Step # 2- Calculation of remaining months of current year:

$$\{\text{Unmatched months in prior year}\} \times \{\text{rate of change}\} = \text{Balance of Current Year Projection}$$

Step # 3- Calculation of current year projection:

$$\{\text{Current YTD receipts}\} + \{\text{Rest of current year projection}\} = \text{Current year projection}$$

Step #4- Calculation of new budget year projection:

$$\{\text{Current Year Projection}\} \times \{\text{Rate of change}\} \times \text{CPI} = \text{New Year Projection}$$

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

Ad Valorem Taxes

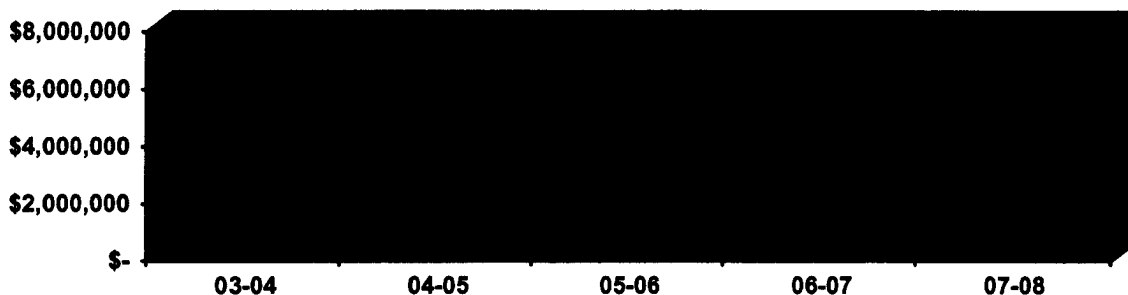
Description A tax on property paid by owners of real and personal property within the City limits. The tax is based on an assessment by the Miami-Dade County Property Appraiser of the market value of property and improvements. This revenue source is found in the General Fund for the operating millage and the Debt Service Fund for the debt millage.

Forecast Methodology The millage of 6.4423 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

	Operating		
<u>Fiscal Year</u>	<u>Millage Rate</u>	<u>Ad Valorem</u>	<u>% Change</u>
07-08 (Est)	6.3000	\$6,661,055	(8.3%)
06-07	7.5000	\$7,260,190	5.90%
05-06	7.9000	\$6,852,065	12.40%
04-05	8.1436	\$6,095,916	8.11%
03-04	8.1436	\$5,638,375	6.71%

	Debt		
<u>Fiscal Year</u>	<u>Millage Rate</u>	<u>Debt Service</u>	<u>% Change</u>
07-08 (Est)	0.3579	\$398,275	(.17%)
06-07	0.3953	\$398,960	-
05-06	0.4415	\$398,960	.67%
04-05	0.5079	\$396,293	.29%
03-04	0.543	\$395,118	(.84%)

Ad Valorem Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

Water and Sewer Charges

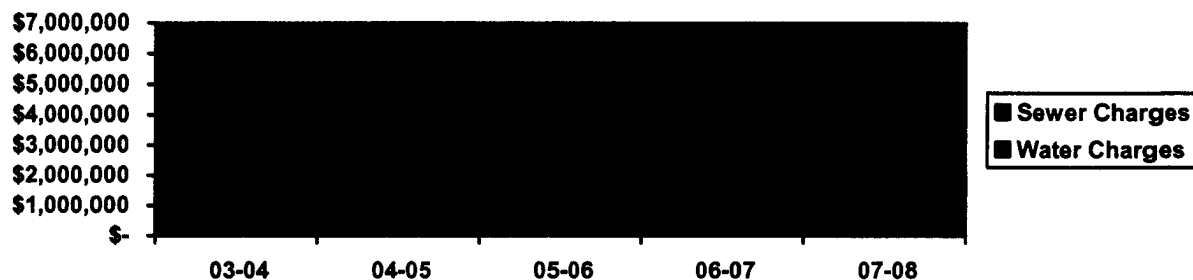
Description Charges paid by residents and businesses for the use of water and sewer services. Water and sewer charges are billed monthly and include a monthly minimum charge to cover administrative costs and a specified monthly minimum gallons. Consumption above the minimum is billed at a separate rate per thousand gallons or any fraction thereof. These revenues are accounted for in the Water and Sewer Fund (Proprietary Fund).

Forecast Methodology The main factors considered in projecting this revenue are historical trend, estimated new connections, and the projected CPI increase.

Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

Fiscal Year	Water Charges	Sewer Charges	Total	% Change
07-08 (Est)	\$1,739,600	\$4,522,500	\$6,262,100	2.1%
06-07 (Est)	\$1,688,475	\$4,442,689	\$6,131,164	(.10%)
05-06	\$1,692,104	\$4,499,257	\$6,191,361	25.17%
04-05	\$1,243,860	\$3,702,371	\$4,946,231	1.32%
03-04	\$1,233,720	\$3,647,867	\$4,881,587	(.08%)

Water & Sewer Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

Sanitation Charges

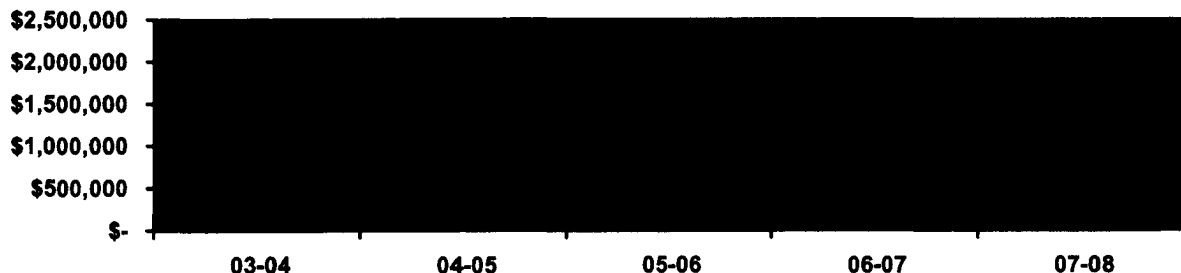
Description Charges paid by residents for garbage and trash pick up services. Sanitation charges are billed monthly on a flat rate basis, residents pay a flat fee for garbage and another flat fee for trash services. Bulk trash pick up services are billed separately based on volume of trash picked up. Commercial businesses are picked up by independent contractors who pay the City a franchise fee. These revenues are accounted for in the Sanitation Fund (Proprietary Fund).

Forecast Methodology The main factors considered in projecting this revenue are historical trend, and projected CPI increase.

Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

Fiscal Year	Sanitation Charges	% Change
07-08 (Est)	\$2,200,000	21.1%
06-07 (Est)	\$1,816,340	4.90%
05-06	\$1,732,101	12.02%
04-05	\$1,546,219	(1.12)%
03-04	\$1,563,836	2.44%

Sanitation Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

Stormwater Charges

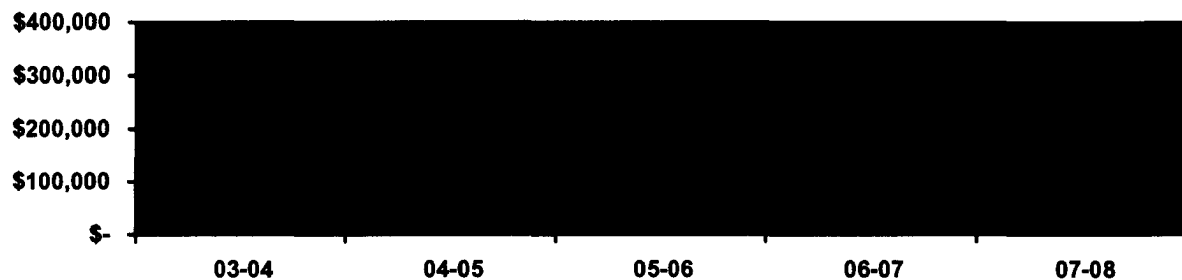
Description Charges paid by residents and businesses for stormwater mitigation. Stormwater charges are billed monthly on a flat rate basis. These revenues are accounted for in the Stormwater Fund (Proprietary Fund).

Forecast Methodology The main factors considered in projecting this revenue are historical trend, estimated new connections, and estimated new rates based on the 12 month change in the CPI.

Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

<u>Fiscal Year</u>	<u>Stormwater Charges</u>	<u>% Change</u>
07-08 (Est)	\$363,500	11.8%
06-07 (Est)	\$325,000	15.5%
05-06	\$281,313	.23%
04-05	\$280,667	2.50%
03-04	\$273,829	(2.42%)

Stormwater Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

Franchise Fees

Description Franchise fees are established by the franchise agreement between the City and service providers of electricity, gas, towing, resource recovery and recycling.

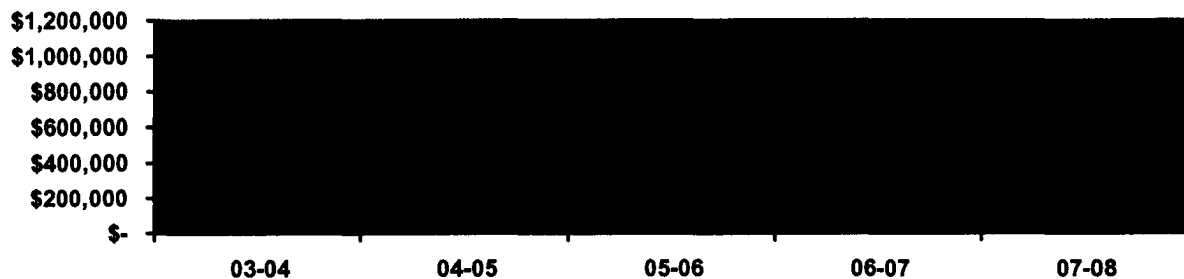
This revenue is generated based on all residential, commercial and industrial revenues collected by the provider for services within the City. This revenue is accounted for in the General Fund.

Forecast

Methodology The main factors considered in projecting this revenue are historical trend, and estimated inflation (CPI). Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

<u>Fiscal Year</u>	<u>General Fund</u>	<u>% Change</u>
07-08 (Est)	\$889,200	6.7%
06-07 (Est)	\$833,404	(13.8%)
05-06	\$966,572	21.3%
04-05	\$797,020	6.60%
03-04	\$747,491	13.71%

Franchise Fee Revenue



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

State Shared Revenues

Description Taxes collected and remitted to the State of Florida are deposited in the State Sharing Trust Fund for Municipalities. The Trust Fund revenue consists of (1) Sales Tax Proceeds, (2) Municipal Tax 8th Cent, (3) Special Motor and Other Tax and (4) Local Government ½ Cent Sales Tax. The State uses a three factor additive formula to determine a municipality's annual share of the fund.

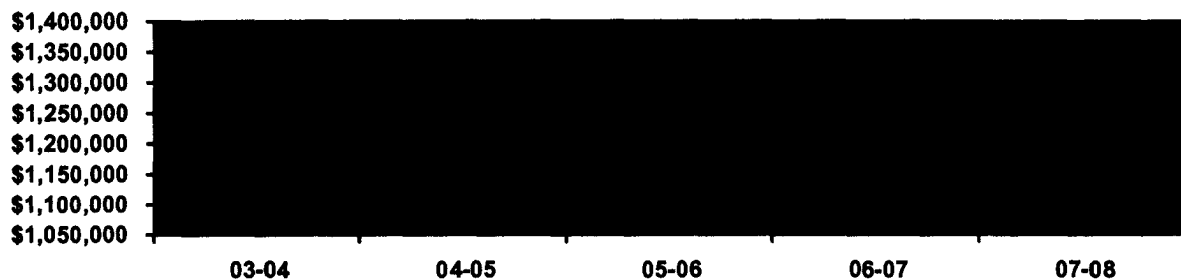
The City's share grows with the overall growth of the economy and the City's population.

Forecast

Methodology This revenue is forecasted by the State of Florida.

Fiscal Year	Sales Tax Proceeds	Municipal Gas Tax 8 th Cent	Local Gov ½ cent		% Change
			Sales Tax	Total	
07-08 (Est)	\$304,073	\$121,000	\$943,294	\$1,368,367	2.3%
06-07 (Est)	\$311,154	\$119,940	\$906,438	\$1,337,532	(2.7%)
05-06	\$324,341	\$125,402	\$925,018	\$1,374,761	7.10%
04-05	\$310,530	\$127,070	\$845,805	\$1,283,405	8.60%
03-04	\$233,817	\$121,764	\$826,145	\$1,181,726	5.34%

State Shared Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

Utility Services Taxes

Description A tax levied on the purchase of electric, gas, propane, and water.

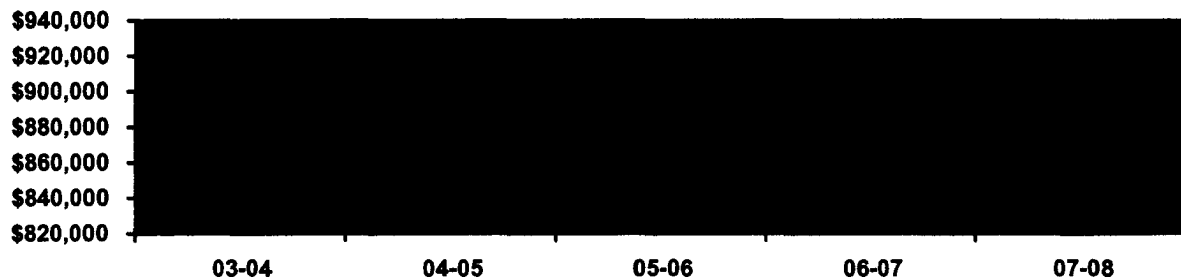
 This revenue is based on a percent charge applied to the taxable amounts charged by the seller of the service. This revenue is accounted for in the General Fund.

Forecast

Methodology The main factors considered in projecting this revenue are historical trend, and estimated inflation (CPI). Please refer to the "Basis of Revenue Estimates" section above for the projected CPI.

<u>Fiscal Year</u>	<u>General Fund</u>	<u>% Change</u>
07-08 (Est)	\$870,500	(.48%)
06-07 (Est)	\$874,692	5.76%
05-06	\$928,122	4.07%
04-05	\$892,535	3.78%
03-04	\$859,966	(3.21%)

Utility Tax Revenues



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

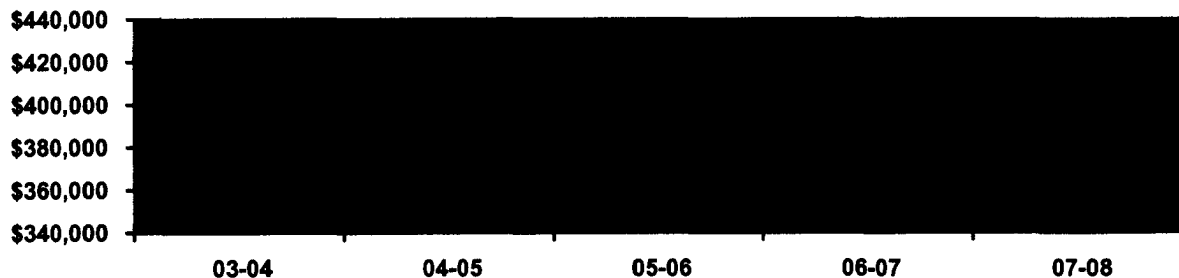
Local Option Gas Tax

Description Pursuant to F.S. 336.025(1)(a)(b)(2), the County has exercised its authority in levying a tax on every gallon of motor fuel and diesel sold in the county. The proceeds may be used for transportation expenditures.

Forecast Methodology This revenue is forecasted by the State of Florida.

<u>Fiscal Year</u>	<u>Local Option Gas Tax</u>	<u>% Change</u>
07-08 (Est)	\$404,367	(3.90)%
06-07 (Est)	\$420,843	.20%
05-06	\$412,620	10.17%
04-05	\$374,652	(7.06)%
03-04	\$403,131	(7.24)%

Local Option Gas Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Major Revenue Sources: Governmental and Proprietary Funds

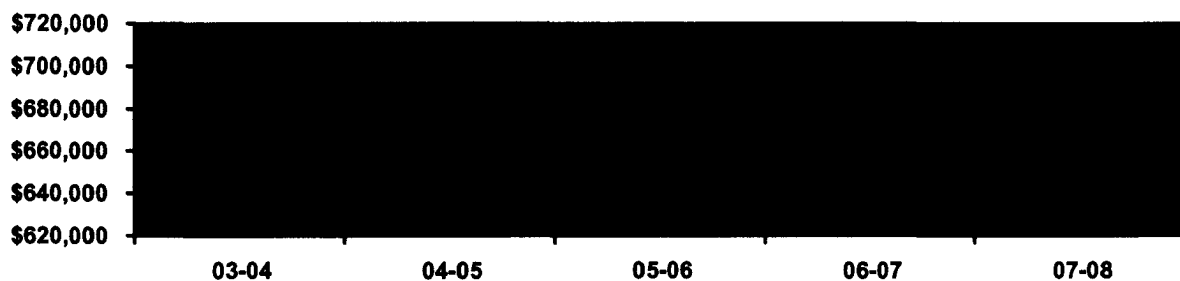
Communications Services Tax

Description The new communications tax effective 10/01/01 represents a combination of the former cable television and telecommunications franchise fees as well as the public service tax on telecommunications services. Previously each service provider remitted these taxes and fees directly to each municipality throughout the State. In an effort to eliminate the onerous disbursement burden placed upon the providers the State decided to become the central receiving authority for these taxes. The State retains a 1% administrative fee and redistributes the monies to the municipalities according to a pre-determined percentage.

Forecast
Methodology This revenue is forecasted by the State of Florida.

<u>Fiscal Year</u>	<u>General Fund</u>	<u>% Change</u>
07-08 (Est)	\$711,674	8.39%
06-07 (Est)	\$656,598	(7.14)%
05-06	\$707,111	3.17%
04-05	\$685,399	(3.61)%
03-04	\$710,136	(.62)%

Communications Tax



**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Expenditures

Personnel Services

Description: This category include expenditures for City employees' base wages and salaries plus expenditures for other forms of employee compensation: life and health insurance, social security, workers compensation, retirement contributions, longevity pay, overtime and special duty/status pay.

Significant

Assumptions: The proposed personnel services budget is based on the following assumptions:

- Merit increase based on approved pay plans for eligible employees, longevity pay based on years of service and City policy. Longevity pay ranges from \$1,000 for 10 years or more, \$1,500 for 15 years or more, and \$1,750 for 20 or more years of service...
- Increase for cost of living of 4.0% effective 10/1/07 for members of the City's Police per the negotiated contract.
- Worker's Compensation – Since we are self insured under the Miami Dade County Workmen's Compensation Program, annual costs are based on actual claims paid, a reserve for future claims payments, and an annual administrative fee. The annual fee is allocated to each department based on payroll, claims are charged to the department generating those claims.
- Projected increases in pension contributions based on the latest actuarial report and 10% in health insurance benefits.
- A 3.0% COLA increase for general employees.

Operating Expenses

Description: This category includes expenditures for governmental programs that are not classified as personnel, capital outlay or capital projects. Operating expenses include such things as office supplies, postage, utilities, travel and entertainment, dues and subscriptions, gasoline, telephone and advertising to name a few.

Significant

Assumptions: Projected increases (decreases) are based on a departmental level decision-making process. The Departments were given two guidelines: (1) to prepare a budget based on a Status Quo Assumption in order to maintain the current level of services; and (2) to submit a detailed "wish list" of budget requests for new programs, activities, or operational needs. They are given flexibility over allocation in the various line items. The budget section of the Finance Department calculates the personnel cost based on the staffing requested by each

**CITY OF MIAMI SPRINGS
INTRODUCTION TO THE BUDGET PROCESS
FISCAL YEAR 2007-08**

Expenditures (continued)

Operating Expenses (continued)

department. Expenditures are then adjusted to reflect management priorities, and to reflect updated information on costs.

Capital Outlay

Description: This category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, with an estimated useful life in excess of one year. Purchase orders encumbered at the end of the previous year are carried over.

Significant

Assumptions: Projected expenditures are based on the estimated cost of each capital item.

Funding for most of the capital expenditures are identified within the department's target budget. Capital outlays are ranked in order to reflect management priorities.

Capital Projects

Description: This category includes expenditures for construction.

Significant

Assumptions: Projected expenditures are based on an estimated cost to completion.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Strategies

The long term municipal goals focus on Community Health and Safety, Economic Development, Community Services, a Productive Work Environment, Quality Leadership, Ecological Preservation and the improvement of the City's reserve balances. These goals provide a point of reference for programs and services as it relates to the development of the budget.

The City's strategy for achieving these goals is to provide significant attention to revenue streams, establish an atmosphere conducive to cost-cutting and reduction of unnecessary waste, and require department directors to incorporate more direct and specific attention to their management controls, projections, and supervision of programs and projects.

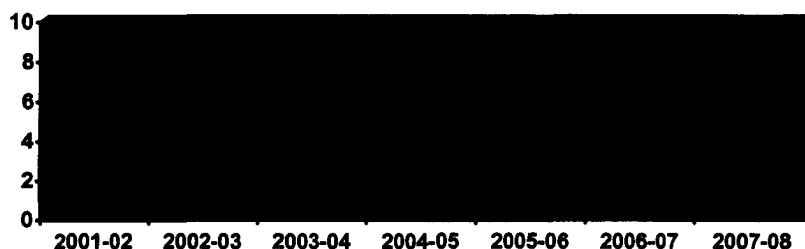
A cautious approach to personnel growth has been adopted since personnel-related costs account for approximately 67% of General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, specifically health insurance costs.

The City is pursuing a strategy of improving technology and acquiring available new technologies in order to increase efficiency and operational effectiveness which in turn will decrease costs while improving services provided to its taxpayers.

Budget Goals and Guidelines

- 1) **Property Tax Reform Through Cost Reduction and New Revenue Sources:** The City's goal is to minimize increases in the millage rate. This traditionally was accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. This 2007-2008 budget reduces the millage rate to 6.3000. This millage is approximately 27% of a total property tax bill.

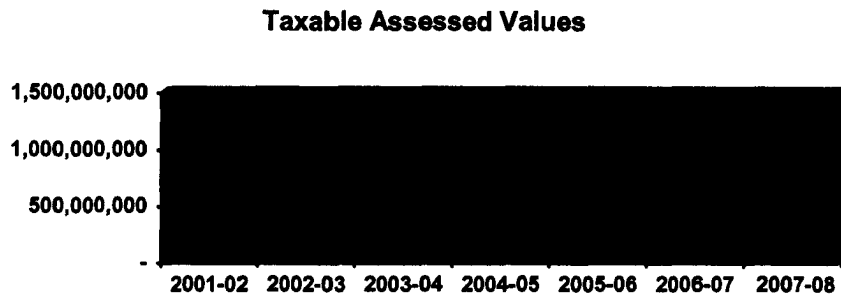
Historical Millage Rates



This graph illustrates the City's millage rates for the current and past six years.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Budget Goals and Guidelines (continued)



This graph illustrates the City's assessed values for the current and past six years.

Components of Property Tax Bill for 2007-08

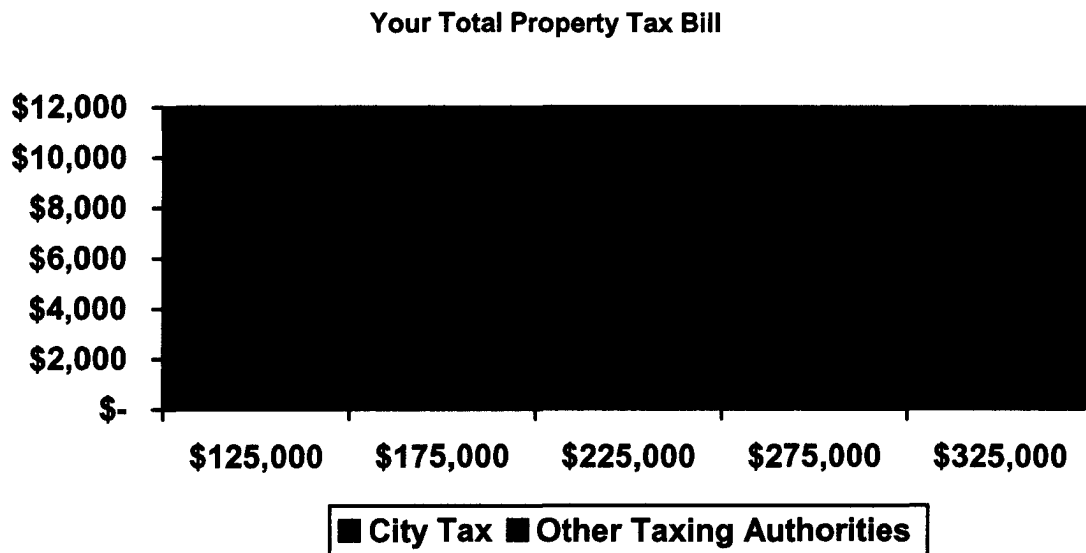
Miami Dade County Schools	7.5700
Environmental Protection	.0894
South Florida Water Management	.5347
Florida Inland Navigational District	.0355
Miami Dade County Government Services	4.5796
Children's Trust	.4223
City of Miami Springs	6.3000
Fire and Rescue	2.2067
Library	.3842

Voter Approved Debt Payments

School	.3780
Miami Dade County	.2850
Fire	.0420
City of Miami Springs	.3579
Total Millage Rate	<u>23.1843</u>

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Budget Goals and Guidelines (continued)



The above calculations show the city of Miami Springs and county-wide total property taxes based upon assessed values between \$125,000 and \$325,000 and assuming a \$25,000 homestead exemption.

- 2) **Fund Balance Goal:** The City will plan the budget in such a way to retain an unrestricted fund balance in the General Fund of at least 10% of planned expenditures. This level also provides a contingency for unexpected future events.
- 3) **User fees for Services:** Fees for services will be set with the goal to recover 100% of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the costs through the use of other revenues, such as general tax support. Where necessary, departments have updated their fee schedules during the budget process.
- 4) **Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Miami Springs. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Budget Goals and Guidelines (continued)

- 5) **Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our community. The budget for the Police department represents approximately 41% of budgeted general fund expenditures.
- 6) **Employee Safety/Productivity:** The City is making great strides in updating the fleet of vehicles, and in providing equipment and supplies to employees that enhance safety and productivity. In the budget, departments were asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

Financial Policies

The City of Miami Springs financial policies, compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Council and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and will help establish financial stability in the future. They will be reviewed annually as a decision making tool and to ensure their continued relevance in an ever-changing environment.

Balanced Budget Policy

To the extent that the appropriated revenues and estimated budget savings equal or exceed the appropriated expenditures, the budget is considered balanced. To the extent that the appropriated revenues and estimated budget savings equal or exceed the appropriated expenditures, the budget is considered balanced. Should the appropriated expenditures exceed the appropriated revenues and estimated budget savings, the difference would be shown in the revenue section as beginning Surplus. The amount of the beginning Surplus would specify the amount by which the fund Balance would be depleted. Estimated budget savings is the projection of the budget variance for both revenue and expenditures based on the last five years of historical data.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Operating Budget Policies

- 1) The City will maintain at a minimum, an accessible cash reserve equivalent to eight weeks of operating costs.
- 2) The City pays for medical insurance for its employees and 50% of the cost associated with dependent coverage.
- 3) No new or expanded services shall be implemented without implementing trade-offs of expenses or revenues at the same time. This applies to personnel, equipment and any other peripheral expenses associated with the service.
- 4) The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet, in particular the City's sewer system infrastructure. Expansions to the fleet must be justified based on growth of the City.
- 5) The City shall support capital expenditures that reduce future operating costs.

Revenue Policies

- 1) The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
- 2) The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
- 3) The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Water, Sewer, Sanitation and Stormwater funds, which are self-sustaining. User fees in the Recreation department provide approximately 15-20% of its operating costs.
- 4) The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Revenue Policies

- 5) The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

Cash management/Investment Policies

- 1) The City will deposit all funds received by 2:00 PM, on the next day.
- 2) Investment of City funds will emphasize preservation of principal; the objective will be to match or exceed the yield of the State Board of Administration.
- 3) The City will collect revenues aggressively, including any past due amounts owed.

Debt Policies

- 1) The City may, as necessary, issue bonds for capital improvements.
- 2) Projects that are financed fall into one of two categories:
 - a) Projects that are revenue producing and require no subsidy for payment of debt service.
 - b) Projects requiring subsidy for payment of debt service shall enhance the quality of life of citizens of the City.
- 3) The City will publish and distribute an official statement for each bond issue.
- 4) General obligation debt will only be issued is approved by the voters in a referendum.
- 5) The City will maintain bond reserves as required by the various bond issues.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Reserve Policies

- 1) The City will maintain a fund balance in the General Fund of at least 10% of the Fund's expenditures.
- 2) The City will maintain a reserve for disaster assistance in the General Fund of at least \$500,000. This would provide the required 12.5% matching of up to \$4,000,000 in Federal and state assistance.

Accounting, Auditing, and Financial Reporting Policies

- 1) An independent audit will be performed annually.
- 2) The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Capital Budget Policies

For the fiscal year 2007-08 budget, the City will implement a five year capital improvement plan, this plan was prepared with the assistance of all department heads and shows the City's capital requirements over the next five fiscal years.

- 1) The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.
- 2) The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.
 - a) The objective for upgrading and replacing equipment includes:
 - (1) normal replacement as equipment completes its useful life,
 - (2) upgrades of new technology, and
 - (3) additional equipment necessary to service the needs of the City.

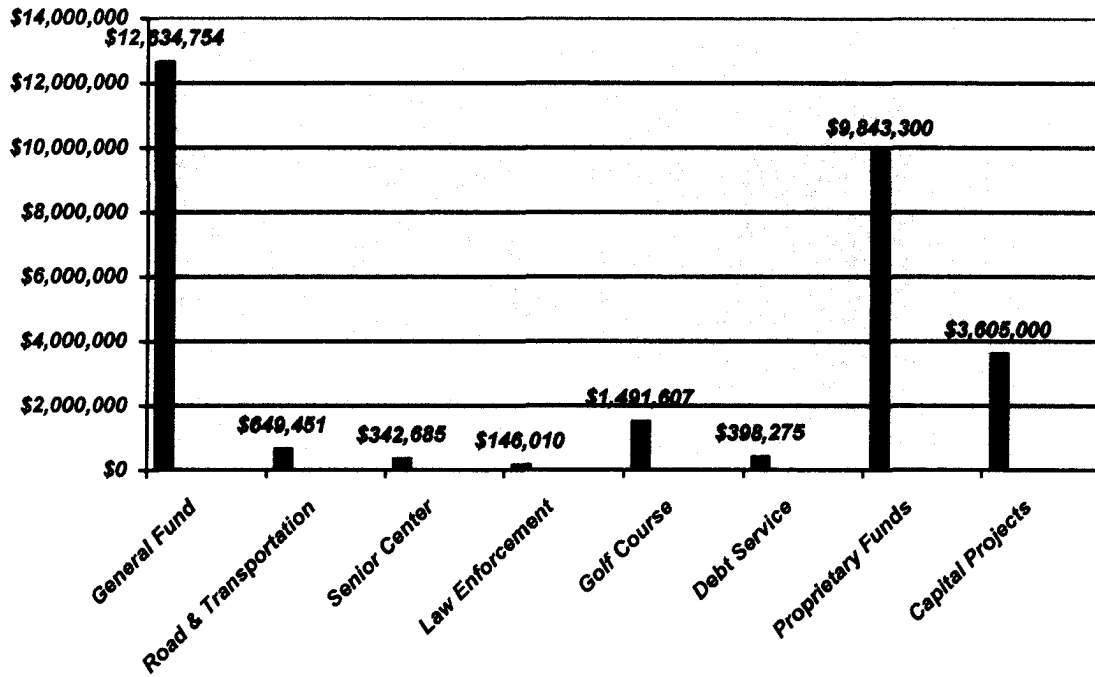
**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

Capital Budget Policies

- 3) The City will use the following criterion to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
- a) Economic and neighborhood vitality
 - b) Infrastructure and heritage preservation
 - c) Capital projects which implement a component of an approved redevelopment plan
 - d) Projects specifically included in an approved replacement schedule
 - e) Projects which reduce the cost of operations. Projects which increase the cost of operations shall have identified trade-offs to support those additional costs.
 - f) Projects which significantly improve safety and reduce risk exposure.

**CITY OF MIAMI SPRINGS
BUDGET DEVELOPMENT GUIDELINES
FISCAL YEAR 2007-08**

2007-2008 BUDGET-EXPENDITURES BY FUND



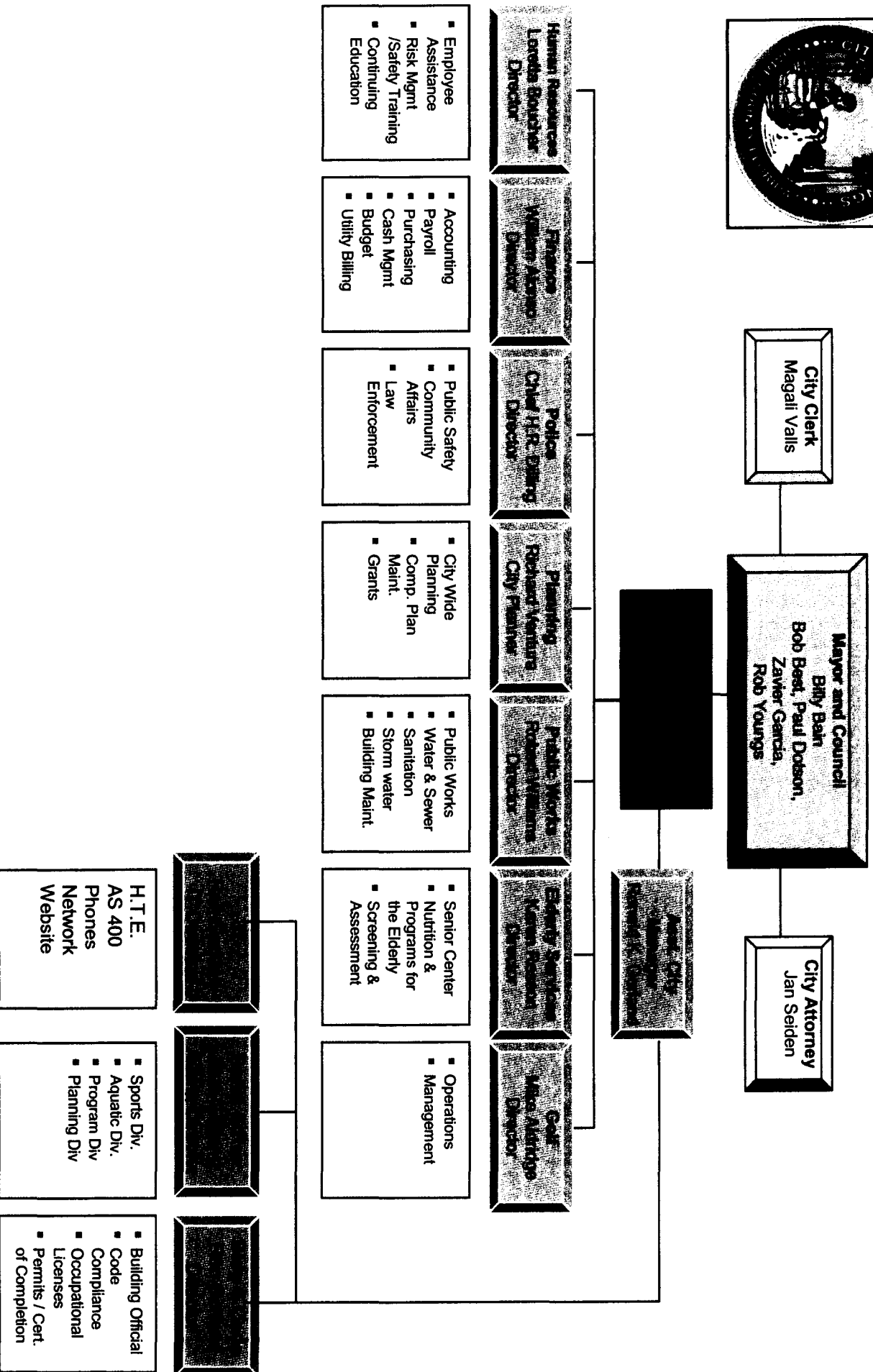
Budget Calendar

FY 2007-2008 Budget Development Process & Tentative Timetable

DATE	ACTIVITY
June 6, 2007	City Manager holds initial budget preparation meeting with department heads & staff to distribute the FY2007-2008 budget workbooks. Council Chambers
June 25, 2007	Last day for departments to submit their FY2007-2008 budget request package including base, "wish-list" items, and revenue enhancement efforts or projects
July 1, 2007	City Manager's Office receives the 2007 Certification of Taxable Values (DR-420) from Miami-Dade County's Property Appraiser's office; simultaneously, the Miami Springs Finance Department prepares adjustments to city-wide budget presentation
June 26, 2007 thru July 16, 2007	Finance Department to review individual department budget submissions, meeting with Departments to fine tune and adjust submissions
July 16, 2007 thru July 20, 2007	City Manager meetings with individual operating departments to review and consult with department heads to evaluate spending levels - Finance to advise individual department of time/date
Thursday, July 26, 2007	Miami Springs City Council meets in special session to propose a tentative ad valorem property tax millage levels for operating & debt service for FY2007-2008
July 31, 2007	Finance Department advises City Manager of proposed funding levels - making determination and recommends (if necessary) any budgetary cuts or adjustments Proposed ad valorem millage rates on Form DR-420 sent to Miami Dade County Tax Collector
August 3, 2007	Manager's FY 2007-2008 Proposed Operating Budgets delivered to Council
August 6, August 20, 2007	City Council holds special budget workshops to review individual departmental budget submissions, city-wide revenues, trends and other issues related to the fiscal operations of the City for FY2007-2008 - all tentative and to be scheduled by Council
On or about August 22, 2007	<i>County Property Appraiser's Office mails out notices of proposed tax bills to all property owners in Miami Springs</i>
Monday, September 10, 2007	City Council to hold the first of two mandatory public hearings (as defined by State Statutes) to adopt tentative operating millage rates and operating budgets for FY -2007-2007
Within 15 days of 1st hearing, Sept 20, 2007	<i>Advertise the tentative millage and budgets; date, time and location for second public hearing in designated papers - <u>Daily Business Review</u> and <u>Rivers Cities Gazette</u></i>
Monday Sept 24, 2007	Second of two public hearings on the FY2007-2008 operating budgets held at which point Council adopts the final millage rate and corresponding budgets
Within 3 days of 2nd hearing Wednesday Sept. 26, 2007	Final adopted millage rates and operating budgets are forwarded to the County's Property Appraiser and Tax Collector no later than 5.00 PM
Within 30 days of the final hearing	City submits Certificate of Compliance [DR-487] to the Florida Department of Revenue in Tallahassee - confirming that the City was in compliance with Truth-in-Millage rules.



City of Miami Springs Organizational Chart



POSITION CLASSIFICATION AND PAY PLAN
FISCAL YEAR 2007-2008
GENERAL & EXEMPT EMPLOYEES

POSITION	PAY GRADE	PAY RANGE	
		MINIMUM	MAXIMUM
CHEMICAL APPLICATOR	7	21,447	31,657
MAINTENANCE WORKER I	8	21,884	32,448
TURF SPECIALIST	8	21,884	32,448
CLERICAL ASSISTANT	9	22,475	33,326
CUSTOMER SERVICE REPRESENTATIVE	9	22,475	33,326
EQUIPMENT OPERATOR	10	23,035	34,156
MAINTENANCE WORKER CREW LEADER	10	23,035	34,156
REFUSE COLLECTOR	10	23,035	34,156
TREE TRIMMER	10	23,035	34,156
UTILITY SERVICE WORKER I	10	23,035	34,156
REEL TECHNICIAN	13	24,805	36,783
REFUSE TRUCK DRIVER	13	24,805	36,783
HEAVY EQUIPMENT OPERATOR	14	25,428	37,708
METER READER	14	25,428	37,708
UTILITY SERVICE WORKER II	14	25,428	37,708
ADMINISTRATIVE ASSISTANT I	15	26,063	38,650
BUILDING SPECIALIST I	15	26,063	38,650
MATERIALS MANAGEMENT CLERK	15	26,063	38,650
POLICE ADMINISTRATIVE SPECIALIST I	15	26,063	38,650
UTILITY SERVICE WORKER III	15	26,063	38,650
ACCOUNTING CLERK I	16	26,711	39,617
ACCOUNTING CLERK II	18	28,062	41,623
AUTOMATED EQUIPMENT OPERATOR	19	28,770	42,666
BUILDING MAINTENANCE SPECIALIST	19	28,770	42,666
POLICE DISPATCHER I	19	28,770	42,666
POLICE DISPATCHER II	21	30,221	44,824
ACCOUNTING CLERK III	22	30,980	45,940
ADMINISTRATIVE ASSISTANT II	22	30,980	45,940
BUILDING SPECIALIST II	22	30,980	45,940
ADMINISTRATIVE ASSISTANT III	24	32,550	48,267
PARKS MAINTENANCE FOREMAN	24	32,550	48,267
ASSISTANT GOLF COURSE MAINTENANCE SUPERINTENDENT	24	32,550	48,267
POLICE ADMINISTRATIVE SPECIALIST II	24	32,550	48,267
SANITATION FOREMAN	24	32,550	48,267
WATER & SEWER FOREMAN	24	32,550	48,267
CODE COMPLIANCE OFFICER	25	33,360	49,476
ASSISTANT SPORTS DIVISION SUPERVISOR	26	34,192	50,713
POLICE COMMUNICATIONS SUPERVISOR	26	34,192	50,713
RECREATION COORDINATOR	26	34,192	50,713
AQUATICS DIVISION SUPERVISOR	28	35,929	53,277
PROGRAMS DIVISION SUPERVISOR	28	35,929	53,277
SPORTS DIVISION SUPERVISOR	28	35,929	53,277
OPERATIONS SUPERVISOR	28	35,929	53,277
PROCUREMENT & REPORTS SUPERVISOR	28	35,929	53,277
ASSISTANT GOLF DIRECTOR	29	36,509	53,689
BUILDING & ZONING OFFICE SUPERVISOR	29	36,509	53,689
DEPUTY CITY CLERK	29	36,509	53,689
EXECUTIVE SECRETARY	29	36,509	53,689
HUMAN RESOURCES SPECIALIST	29	36,509	53,689
* GOLF COURSE MAINTENANCE SUPERINTENDENT	37	44,866	66,538
OPERATIONS SUPERINTENDENT	37	44,866	66,538
PURCHASING/SYSTEMS MANAGER	37	44,866	66,538
* ACCOUNTING MANAGER	40	48,317	71,655
* ASSISTANT PUBLIC WORKS DIRECTOR	40	48,317	71,655
* BUILDING OFFICIAL	40	48,317	71,655
INFORMATION TECHNOLOGY MANAGER	40	48,317	71,655
* PARKS & RECREATION DIRECTOR	40	48,317	71,655
* ELDERLY SERVICES DIRECTOR	40	48,317	71,655
* CITY PLANNER	44	53,330	79,093
* HUMAN RESOURCES DIRECTOR/RISK MANAGER	45	54,665	81,069
* POLICE LIEUTENANT	44P	58,514	85,070
* POLICE CAPTAIN	46P	61,472	89,382
* GOLF DIRECTOR	49	69,757	93,009
* PUBLIC WORKS DIRECTOR	49	69,757	93,009
* CITY CLERK	49C	69,757	96,130
* ASSISTANT CITY MANAGER	50	72,638	108,958
* FINANCE DIRECTOR	50	72,638	108,958
* PUBLIC SERVICES DIRECTOR	50	72,638	108,958
* CHIEF OF POLICE	50P	73,555	110,334

* Exempt from overtime/compensatory time in accordance with FLSA
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Effective 10/1/07

ANALYSIS, GRAPHICS, AND SUPPLEMENTARY INFORMATION

BUDGET SUMMARY FOR FISCAL YEAR 2007-08 ALL FUNDS

	2004-05 Actual	2005-06 Actual	2006-07 Amended	2007-08 Budget	% of Total	% Change from 2006-07
BEGINNING BALANCE	4,714,138	5,096,259	6,768,186	5,617,244		
REVENUES/SOURCES						
Taxes	6,436,694	7,289,844	7,659,150	7,059,330	25.1%	-7.8%
Franchise Fees	797,020	966,572	833,404	889,200	3.2%	6.7%
Utility Taxes	1,577,934	1,635,233	1,531,290	1,582,174	5.6%	3.3%
Licenses and Fees	358,741	429,946	374,730	538,993	1.9%	43.8%
Intergovernmental Revenues	3,429,414	5,938,922	2,526,459	6,079,211	21.6%	140.6%
Charges for Services	1,639,229	1,365,004	1,661,676	1,697,875	6.0%	2.2%
Fines and Forfeitures	467,208	228,686	338,155	289,773	1.0%	-14.3%
Interest Income	193,804	355,048	316,679	208,573	0.7%	-34.1%
Miscellaneous	212,248	134,639	110,958	260,656	0.9%	134.9%
Interfund Transfers	2,447,718	1,882,898	1,025,776	726,716	2.6%	-29.2%
Water/Sewer Charges	4,946,231	6,191,361	6,630,000	6,262,100	22.2%	-5.5%
Sanitation Charges	1,546,219	1,732,101	1,816,340	2,200,000	7.8%	21.1%
Stormwater Charges	280,667	281,313	325,000	363,500	1.3%	11.8%
Debt proceeds	-	-	125,281	-	0.0%	0.0%
	-	-	-	-	0.0%	0.0%
Total Revenues/Sources	24,333,126	28,431,567	25,274,897	28,158,101	100.0%	11.4%
EXPENDITURES/USES						
General Government	2,493,736	2,449,005	3,242,391	4,932,166	17.1%	52.1%
Public Safety	4,768,156	4,983,285	5,961,086	6,024,578	20.8%	1.1%
Public Services	1,693,009	2,248,870	2,381,333	2,017,089	7.0%	-15.3%
Recreation & Culture	3,479,467	3,228,335	3,823,792	4,667,255	16.2%	22.1%
Economic & Community Development	1,302,276	4,179,606	-	-	0.0%	0.0%
Debt Service	993,452	993,902	831,686	949,940	3.3%	14.2%
Non Departmental	159,071	339,288	981,680	826,827	2.9%	-15.8%
Transfers to other funds	2,447,718	1,882,898	976,499	731,716	2.5%	-25.1%
Water/Sewer Utility Services	4,645,672	4,351,340	5,796,128	6,382,288	22.1%	10.1%
Sanitation Services	1,727,954	1,851,706	2,034,772	2,052,450	7.1%	0.9%
Stormwater Services	240,494	251,407	396,472	311,283	1.1%	-21.5%
Total Expenditures/Uses	23,951,005	26,759,640	26,425,839	28,895,593	100.0%	9.3%
Excess(Deficit) of revenues over expenditures	382,121	1,671,927	(1,150,942)	(737,492)		
ENDING BALANCE	5,096,259	6,768,186	5,617,244	4,879,752		

BUDGET SUMMARY FOR FISCAL YEAR 2007-08 ALL GOVERNMENTAL FUNDS

	2004-05 Actual	2005-06 Actual	2006-07 Amended Budget	2007-08 Budget	% of Total	% Change from 2006-07
BEGINNING BALANCE	5,160,750	5,497,788	6,670,847	5,558,603		
REVENUES/SOURCES						
Taxes	6,436,694	7,289,844	7,659,150	7,059,330	36.5%	-7.8%
Franchise Fees	797,020	966,572	833,404	889,200	4.6%	6.7%
Utility Taxes	1,577,934	1,635,233	1,531,290	1,582,174	8.2%	3.3%
Licenses and Fees	358,741	429,946	374,730	538,993	2.8%	43.8%
Intergovernmental Revenues	3,429,414	5,938,922	2,526,459	6,079,211	31.4%	140.6%
Charges for Services	1,639,229	1,365,004	1,661,676	1,697,875	8.8%	2.2%
Fines and Forfeitures	467,208	228,686	338,155	289,773	1.5%	-14.3%
Interest Income	180,105	333,563	316,679	208,573	1.1%	-34.1%
Miscellaneous	182,781	134,639	110,958	260,656	1.3%	134.9%
Interfund Transfers	1,722,718	1,665,896	710,344	726,716	3.8%	2.3%
Proceeds from Debt	-	624,892	125,281	-		
Total Revenues	16,791,844	20,613,197	16,188,125	19,332,501	100.0%	19.4%
EXPENDITURES/USES						
General Government	2,493,736	2,449,005	3,242,391	4,932,166	25.8%	52.1%
Public Safety	4,768,156	4,983,285	5,961,086	6,024,578	31.5%	1.1%
Public Services	1,693,009	2,248,870	2,381,333	2,017,089	10.5%	-15.3%
Recreation & Culture	3,479,467	3,228,335	3,823,792	4,667,255	24.4%	22.1%
Economic & Community Development	1,302,276	4,179,606	-	-	0.0%	0.0%
Debt Service	536,373	553,852	398,608	519,302	2.7%	30.3%
Non Departmental	159,071	339,288	981,680	826,827	4.3%	-15.8%
Transfers to other funds	2,022,718	1,457,899	511,480	147,716	0.8%	0.0%
Total Expenditures	16,454,806	19,440,138	17,300,370	19,134,933	100.0%	10.6%
Excess(Deficit) of revenues over expenditures	337,038	1,173,059	(1,112,245)	197,568		
ENDING BALANCE	5,497,788	6,670,847	5,558,603	5,756,170		

CITY OF MIAMI SPRINGS
BUDGET SUMMARY FY 2007-08

	Actual FY05-06	Amended Budget FY06-07	Adopted Budget FY07-08	% Increase (Decrease) From FY 06-07 Budget
<u>General Fund:</u>				
Budgeted Revenues	\$ 13,168,443	\$ 13,148,040	\$ 12,750,269	-3.2%
Budgeted Expenditures	(11,965,161)	(\$13,741,005)	(12,515,552)	4.6%
Excess(deficit) revenues over exp	1,203,282	(592,965)	234,717	
Decrease(increase)in fund balance	(1,203,282)	592,965	(234,717)	-80.5%
	\$ -	\$ -	\$ -	
<u>Law Enforcement</u>				
Budgeted Revenues	\$ 126,895	\$ 367,895	\$ 151,000	19.0%
Budgeted Expenditures	(149,858)	(367,895)	(146,010)	-2.6%
Excess revenues over exp	\$ (22,963)	\$ -	\$ 4,990	
<u>Road & Transportation</u>				
Budgeted Revenues	\$ 555,945	\$1,001,492	\$ 594,783	7.0%
Budgeted Expenditures	(376,868)	(\$1,001,492)	(649,451)	72.3%
Excess(deficit) revenues over exp	\$ 179,077	\$ -	\$ (54,668)	
<u>Elderly Services</u>				
Budgeted Revenues	\$ 231,983	\$366,494	\$ 341,519	47.2%
Budgeted Expenditures	(300,157)	(\$366,494)	(341,519)	13.8%
Excess(deficit) revenues over exp	\$ (68,174)	\$ -	\$ 0	
<u>Golf Course</u>				
Budgeted Revenues	\$ 1,841,787	\$1,521,818	\$ 1,491,655	-19.0%
Budgeted Expenditures	(1,952,772)	(\$1,521,818)	(1,480,295)	-24.2%
Excess(deficit) revenues over exp	\$ (110,985)	\$ -	\$ 11,360	
<u>Debt Service</u>				
Budgeted Revenues	\$ 400,430	\$398,608	\$ 398,275	-0.5%
Budgeted Expenditures	(398,610)	(\$398,608)	(398,275)	-0.1%
Excess(deficit) revenues over exp	\$ 1,820	\$ -	\$ -	
<u>Capital Projects Fund</u>				
Budgeted Revenues	\$ -	\$ -	\$ 3,605,000	100.0%
Budgeted Expenditures	-	-	(3,605,000)	100.0%
Excess(deficit) revenues over exp	\$ -	\$ -	\$ -	
<u>Total Governmental</u>				
Budgeted Revenues	\$ 16,325,482	\$ 16,804,347	\$ 19,332,501	18.4%
Budgeted Expenditures	(15,143,426)	(17,397,312)	(19,136,101)	26.4%
Excess(deficit) revenues over exp	1,182,056	(592,965)	196,400	-83.4%

BUDGET SUMMARY FOR FISCAL YEAR 2007-08- GENERAL FUND

	2004-05 Actual	2005-06 Actual	2006-07 Amended Budget	2007-08 Budget	% of Total	% Change from 2006-07
BEGINNING BALANCE	2,889,407	3,015,292	4,218,575	3,625,610		
REVENUES/SOURCES						
Taxes	6,040,426	6,890,884	7,260,190	6,661,055	52.2%	-8.3%
Franchise Fees	797,020	966,572	833,404	889,200	7.0%	6.7%
Utility Taxes	1,577,934	1,635,233	1,531,290	1,582,174	12.4%	3.3%
Licenses and Fees	358,741	429,946	394,730	538,993	4.2%	36.5%
Intergovernmental Revenues	1,562,218	1,697,010	1,753,308	1,685,625	13.2%	-3.9%
Charges for Services	221,143	235,257	248,949	206,220	1.6%	-17.2%
Fines and Forfeitures	176,747	143,724	188,155	183,773	1.4%	-2.3%
Interest Income	141,230	273,576	266,679	163,573	1.3%	-38.7%
Miscellaneous	160,069	121,242	113,650	255,656	2.0%	125.0%
Interfund Transfers	425,000	425,000	522,686	584,000	4.6%	11.7%
Proceeds from Debt	-	350,000	35,000	-		
Total Revenues	11,460,528	13,168,443	13,148,040	12,750,269	100.0%	-3.0%
EXPENDITURES/USES						
General Government	1,916,365	1,962,143	2,150,479	2,277,715	18.2%	5.9%
Public Safety	4,514,937	4,833,427	5,693,680	5,878,568	47.0%	3.2%
Public Services	1,693,009	2,248,870	2,381,333	2,017,089	16.1%	-15.3%
Recreation & Culture	937,962	1,018,774	1,931,933	1,245,441	10.0%	-35.5%
Debt Service	95,713	115,354	90,420	121,027	1.0%	33.8%
Non Departmental	159,071	339,288	981,680	826,827	6.6%	-15.8%
Transfers to other funds	2,017,584	1,447,306	511,480	147,716	1.2%	-71.1%
Total Expenditures	11,334,642	11,965,161	13,741,005	12,514,384	100.0%	-8.9%
Excess(Deficit)	125,885	1,203,283	(592,965)	235,885		
Prior Period Adjustments	-	-	-	-		
ENDING BALANCE	3,015,292	4,218,575	3,625,610	3,861,495		

BUDGET SUMMARY FOR FISCAL YEAR 2006-07 ALL ENTERPRISE FUNDS

	2004-05 Actual	2005-06 Actual	2006-07 Amended Budget	2007-08 Budget	% of Total	% Change from 2006-07
BEGINNING NET ASSETS BALANCE	3,358,588	3,403,671	5,305,620	5,266,923		
REVENUES/SOURCES						
Charges for services	6,773,117	8,204,774	8,771,339	8,825,600	100.0%	0.6%
Interest Income	13,698	21,485	-	-	0.0%	0.0%
Miscellaneous	29,467	-	-	-	0.0%	0.0%
Grant Revenue		778,190	-	-	0.0%	0.0%
Debt Proceeds			-	-	0.0%	0.0%
Interfund Transfers	725,000	217,002	315,432	-		0.0%
Total Revenues	7,541,282	9,221,451	9,086,771	8,825,600	100.0%	-2.9%
EXPENDITURES/USES						
Administrative costs	1,309,408	1,362,339	1,487,608	1,414,309	14.6%	-4.9%
Operations and maintenance	745,828	779,027	607,615	605,422	6.2%	-0.4%
Water and disposal costs	3,674,139	3,482,394	3,647,862	4,223,734	43.5%	15.8%
Depreciation and amortization	884,744	830,692	948,357	883,600	9.1%	-6.8%
Transfers to other funds	425,000	425,000	465,019	584,000	6.0%	25.6%
Interest Expense	457,079	440,050	433,078	430,638	4.4%	-0.6%
Capital Outlay	-	-	994,465	1,000,000	10.3%	0.6%
Debt Service	-	-	541,465	564,729	5.8%	4.3%
Total Expenditures/uses	7,496,199	7,319,502	9,125,469	9,706,433	100.0%	6.4%
Excess(Deficit) of revenues over expenditures	45,083	1,901,949	(38,698)	(880,833)		
ENDING NET ASSETS BALANCE	3,403,671	5,305,620	5,266,923	4,386,089		

CITY OF MIAMI SPRINGS
ENTERPRISE FUND BUDGET SUMMARY FY 2007-08

	Actual	Budget	Proposed	% Increase (Decrease) From FY 06-07
<u>Water & Sewer Fund</u>	<u>FY05-06</u>	<u>FY06-07</u>	<u>Budget FY07-08</u>	<u>Budget</u>
Revenues/Sources	\$ 6,203,538	\$ 6,630,000	\$ 6,262,100	-6%
Operating Expenses	<u>(4,185,217)</u>	<u>(4,210,197)</u>	<u>(4,715,256)</u>	12%
Operating Profit(Loss)	2,018,321	2,419,803	1,546,844	-36%
Admin fees paid to general fund	(310,000)	(350,019)	(440,000)	26%
Depreciation	<u>(606,173)</u>	<u>(693,653)</u>	<u>(622,600)</u>	-10%
Net Income(loss)	<u>\$ 1,102,148</u>	<u>\$ 1,376,131</u>	<u>\$ 484,244</u>	-65%
<u>Sanitation</u>				
Revenues/Sources	\$ 1,949,103	\$ 2,131,772	\$ 2,200,000	3%
Operating Expenses	<u>(1,746,213)</u>	<u>(1,839,610)</u>	<u>(1,861,249)</u>	1%
Operating Profit(Loss)	202,890	292,162	338,751	16%
Admin fees paid to general fund	(97,000)	(97,000)	(124,000)	28%
Depreciation	<u>(105,493)</u>	<u>(125,000)</u>	<u>(124,000)</u>	-1%
Net Income(loss)	<u>\$ 397</u>	<u>\$ 70,162</u>	<u>\$ 90,751</u>	0%
<u>Stormwater</u>				
Revenues/Sources	\$ 1,068,810	\$ 325,000	\$ 363,500	12%
Operating Expenses	<u>(132,380)</u>	<u>(125,014)</u>	<u>(151,825)</u>	21%
Operating Profit(Loss)	936,431	199,986	211,675	6%
Admin fees paid to general fund	(18,000)	(18,000)	(20,000)	100%
Depreciation	<u>(119,027)</u>	<u>(130,000)</u>	<u>(137,000)</u>	5%
Net Income(loss)	<u>\$ 799,404</u>	<u>\$ 51,986</u>	<u>\$ 54,675</u>	5%
<u>Total Enterprise</u>				
Revenues/Sources	\$ 9,221,451	\$ 9,086,772	\$ 8,825,600	-3%
Operating Expenses	<u>(6,063,810)</u>	<u>(6,174,821)</u>	<u>(6,728,330)</u>	9%
Operating Profit(Loss)	3,157,642	2,911,951	2,097,270	-28%
Admin fees paid to general fund	(425,000)	(465,019)	(584,000)	26%
Depreciation	<u>(830,692)</u>	<u>(948,653)</u>	<u>(883,600)</u>	-7%
Net Income(loss)	<u>\$ 1,901,949</u>	<u>\$ 1,498,279</u>	<u>\$ 629,670</u>	-58%

**CITY OF MIAMI SPRINGS
BUDGETED REVENUE FY 2007-08**

GENERAL FUND **\$12,750,269**

SPECIAL REVENUE FUNDS:

Road and Transportation Fund	594,783
Law Enforcement Trust Fund	151,000
Elderly Services (excluding \$142,716 in transfers from the General Fund)	198,803
Golf Course Fund	1,491,655
Total Special Revenue Funds	2,436,241

Debt Service Fund-G.O. Bonds **398,275**

Capital Projects Fund **3,605,000**

ENTERPRISE FUNDS:

Water & Sewer Fund

Water Fees-Inside City	1,550,000
Water Fees-Outside City	110,000
Water Tapping Fees	7,000
Water Penalties	12,600
Misc Water Charges	60,000
Sewer Miami Springs	4,200,000
Sewer Virginia Gardens	210,000
Sewer Connections	2,000
Sewer Penalties	40,500
Misc Sewer Charges	70,000
Total Water & Sewer Fund	6,262,100

Sanitation Fund

Residential	2,010,600
Recycling	127,000
Penalties	21,400
Misc Trash Pick Ups	17,000
Bulk Collection Fees	24,000
Total Sanitation Fund	2,200,000

Stormwater Fund

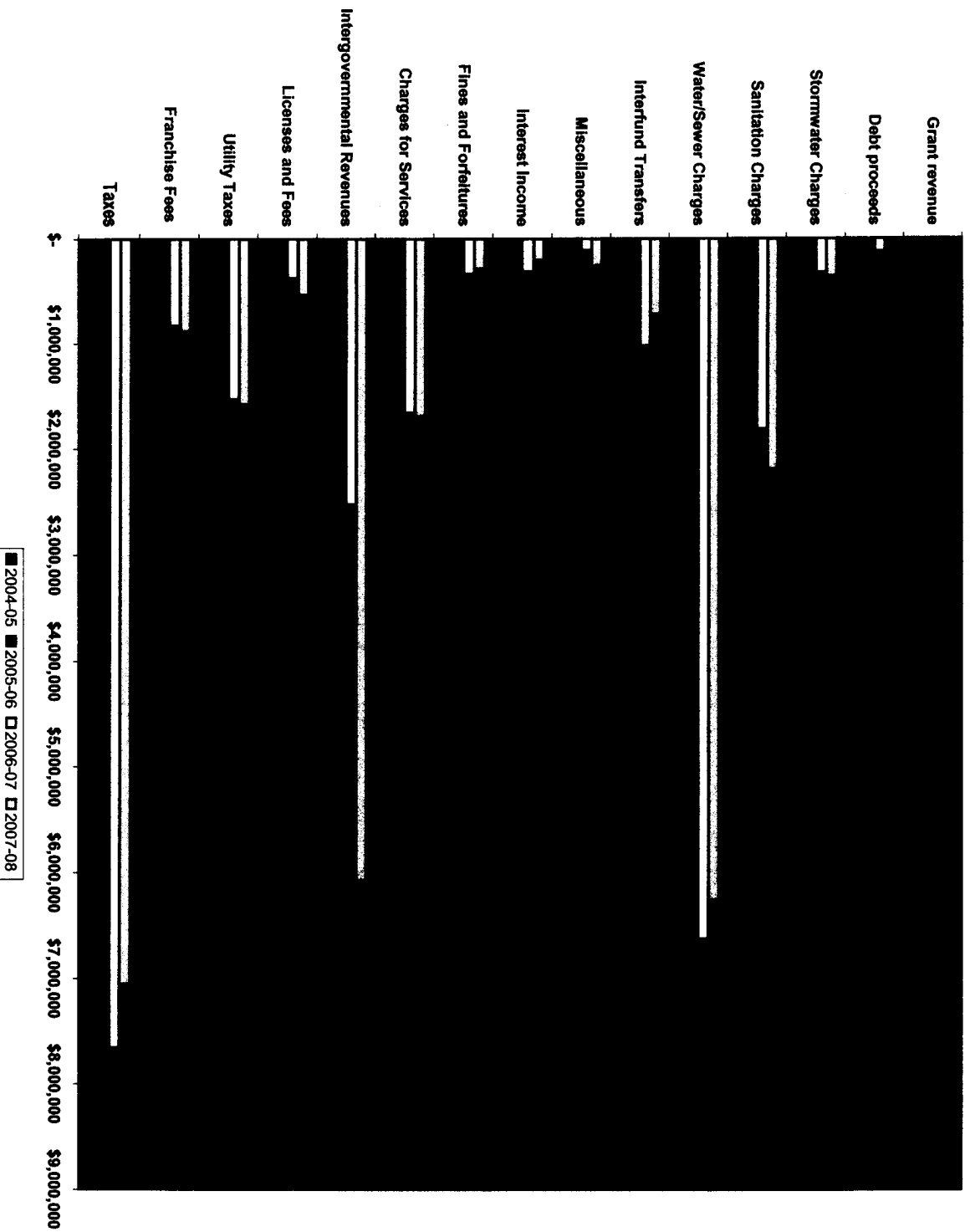
Residential Class I	250,000
Industrial/Commercial Class II	30,000
Greenspace Class III	20,500
Investment Income	60,000
Penalties	3,000
Total Stormwater Fund	363,500

Total All Funds **28,015,385**

CITY OF MIAMI SPRINGS
LISTING OF TOP EXPENDITURES

	FY 2006-07	FY 2007-08		% of Change
	<u>Amended Budget</u>	<u>Budget</u>	<u>% of Total</u>	<u>From FY2006-07</u>
Salaries	\$ 8,247,840	\$ 8,105,349	28.1%	-1.7%
Health Insurance Benefits	718,556	718,622	2.5%	0.0%
Pension costs	573,934	593,012	2.1%	3.3%
Workmens Comp	410,864	400,310	1.4%	-2.6%
Other Employee Benefits	639,039	435,362	1.5%	-31.9%
Total Salaries & Benefits	10,590,233	10,252,654	35.5%	-3.2%
Capital Expenditures	3,288,228	4,944,900	17.1%	50.4%
Sewer Processing	2,266,558	2,631,184	9.1%	16.1%
Debt Service Payments	1,496,185	1,648,102	5.7%	10.2%
Depreciation/Amortization	948,357	883,600	3.1%	-6.8%
Operating Supplies/Uniforms	848,766	792,836	2.7%	-6.6%
Contractual Services	1,430,902	1,575,340	5.5%	10.1%
Waste Disposal	756,304	752,550	2.6%	-0.5%
Water Purchases	625,000	840,000	2.9%	34.4%
Transfers to other funds	511,480	147,716	0.5%	-71.1%
Liability insurance	485,591	525,850	1.8%	8.3%
Professional Fees	477,510	724,900	2.5%	51.8%
Management fee paid by enterprise funds	465,019	584,000	2.0%	25.6%
Fleet Maintenance	312,590	307,290	1.1%	-1.7%
Contingencies	457,549	500,000	1.7%	9.3%
Repairs and Maintenance	359,537	569,472	2.0%	58.4%
Other Misc Expenses	1,122,031	1,215,198	4.2%	8.3%
Total Budgeted Expenditures(All Funds)	26,441,840	28,895,593	100.0%	9.3%

Revenues All Funds



EXPENDITURE CATEGORY MATRIX FOR FY2007-08 BUDGET

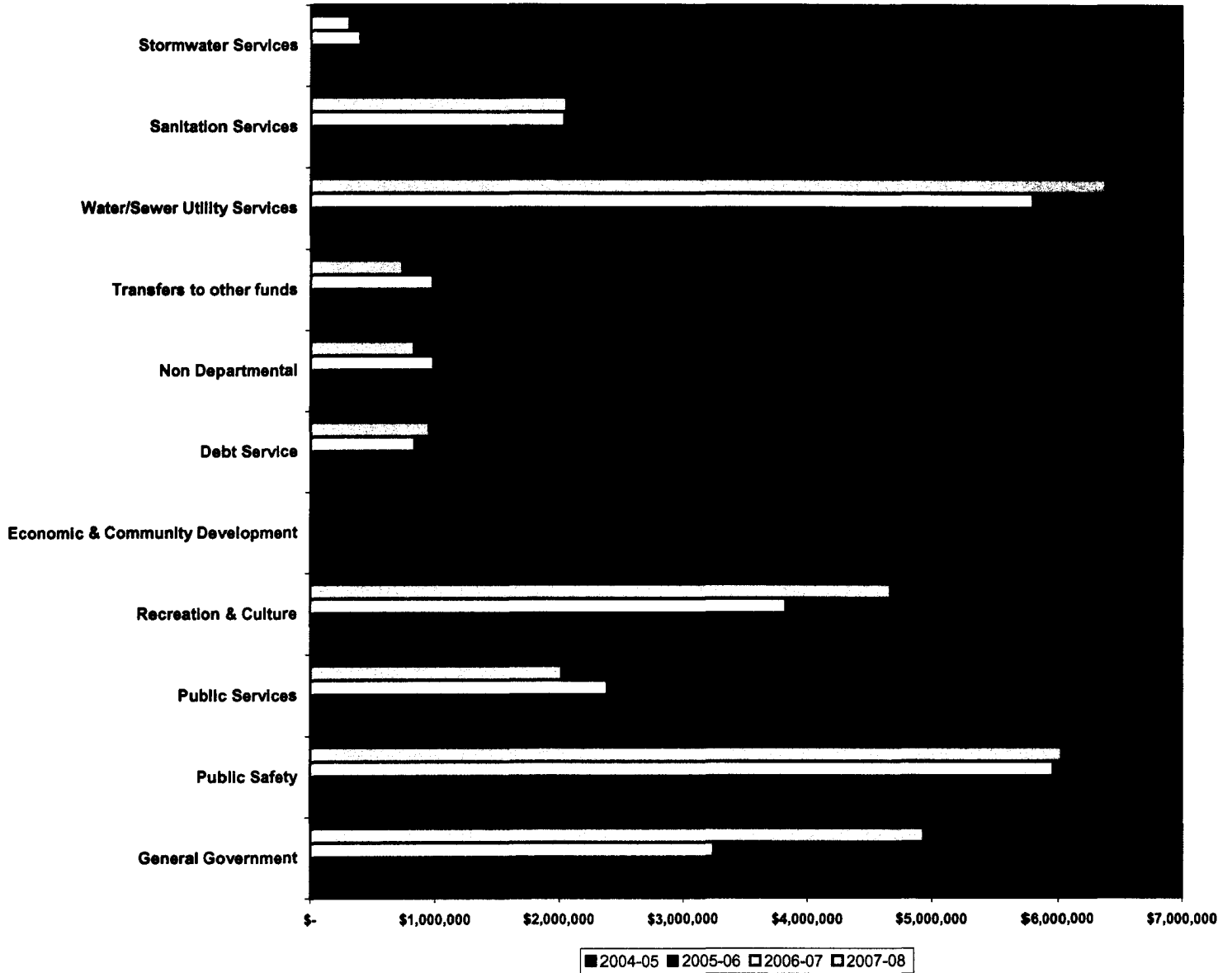
Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
General Fund						
Mayor & City Council	34,434	18,275	-	-	-	52,709
Office of the City Manager	390,861	26,835	-	-	-	417,696
Office of the City Clerk	194,868	66,127	-	-	-	260,995
Office of the City Attorney	-	117,000	-	-	-	117,000
Human Resource Department	163,153	56,129	-	-	-	219,282
Finance /Budget	560,494	113,112	-	-	-	673,605
IT Department	156,963	137,607	-	-	-	294,570
Planning Department	107,282	134,575	-	-	-	241,858
Police Department	4,481,239	545,466	161,400	-	-	5,188,105
Police - School Guards	23,066	700	-	-	-	23,766
Building & Code Compliance	501,476	164,220	1,000	-	-	666,696
Public Services - Administration	374,530	125,453	1,200	-	-	501,183
Public Services - Streets	72,377	361,630	-	-	-	434,007
Public Services - Properties	\$642,748	202,650	-	-	-	845,398
Public Services - Building Maintenance	78,190	138,248	-	-	-	216,438
Public Services - Fleet Maintenance	-	20,063	-	-	-	20,063
Recreation	323,193	329,751	99,000	75,146	-	827,090
Aquatics	138,969	122,016	-	-	-	260,985
Tennis	79,487	14,670	21,000	-	-	115,157
Park Maintenance	321	115,534	1,500	12,448	-	129,803
Non-Departmental	-	326,827	-	33,434	500,000	860,261
Transfers to other funds	-	-	-	-	147,716	147,716
General Fund Total	8,323,652	3,136,888	285,100	121,027	647,716	12,514,384
% of General Fund	66.5%	25.1%	2.3%	1.0%	5.2%	100.0%
Road and Transportation Fund						
Streets & Sidewalks-Maintenance	33,000	261,451	-	-	-	294,451
Streets & Sidewalks-Infrastructure	-	-	355,000	-	-	355,000
Road & Transportation Fund Total	33,000	261,451	355,000	-	-	649,451
% of Road & Transportation	5.1%	40.3%	54.7%	0.0%	0.0%	100.0%
Senior Center fund						
Social Services	142,141	196,578	2,800	-	-	341,519
Senior Center Total	142,141	196,578	2,800	-	-	341,519
% of Senior Center	41.6%	57.6%	0.8%	0.0%	0.0%	100.0%
Golf Course Fund						
Recreation	525,360	801,503	20,000	133,432	-	1,480,295
Golf CourseTotal	525,360	801,503	20,000	133,432	-	1,480,295
% of Golf Course	35.5%	54.1%	1.4%	9.0%	0.0%	100.0%
Debt Service						
General Debt Service	-	-	-	398,275	-	398,275
Debt Service Total	-	-	-	398,275	-	398,275
% of Debt Service	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Capital Projects Fund						
General Government	-	325,000	3,280,000	-	-	3,605,000
Capital Projects Total	-	325,000	3,280,000	-	-	3,605,000
% of Debt Service	0.0%	9.0%	91.0%	0.0%	0.0%	100.0%

EXPENDITURE CATEGORY MATRIX FOR FY2007-08 BUDGET

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Other Uses	Total
Water and Sewer Fund						
Water Distribution	260,590	1,132,830	200,000	-	-	1,593,420
Sewer Collection	210,512	3,767,903	800,000	856,475	-	5,634,890
Water and Sewer Total	471,102	4,900,732	1,000,000	856,475	-	7,228,310
% of Water and Sewer	6.5%	67.8%	13.8%	11.8%	0.0%	100.0%
Sanitation Fund						
Garbage and Trash Collection	860,373	1,243,259	-	78,434	-	2,182,067
Sanitation Fund Total	860,373	1,243,259	-	78,434	-	2,182,067
% of Sanitation	39.4%	57.0%	0.0%	3.6%	0.0%	100.0%
Stormwater Fund						
Stormwater services	82,834	206,991	-	60,458	-	350,283
Stormwater Fund Total	82,834	206,991	-	60,458	-	350,283
% of Stormwater	23.6%	59.1%	0.0%	17.3%	0.0%	100.0%
Law Enforcement Fund						
Treasury & Justice Confiscated	-	144,010	2,000	-	-	146,010
Law Enforcement Fund Total	-	144,010	2,000	-	-	146,010
% of Law Enforcement	0.0%	98.6%	1.4%	0.0%	0.0%	100.0%
TOTAL 2007-08 BUDGET	10,438,462	11,216,413	4,944,900	1,648,102	647,716	28,895,593
% OF TOTAL 2007-08 BUDGET	36.1%	38.8%	17.1%	5.7%	2.2%	100.0%

Note: The following funds are not detailed in the Expenditure Category Matrix because they do not have a Proposed 2007-08 Budget: Hurricane Fund, Grants Fund, and the Police Grants fund.

Expenditures All Funds



CITY OF MIAMI SPRINGS
PERSONNEL COMPARISON BY DEPARTMENT

	FY 2005-06		FY 2006-07		FY 2007-08		Increase(decrease) from FY 2006-07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Office of the City Manager	3.00		3.00		3.00		-	-
Office of the City Clerk	2.00		2.00		2.00	0.50	-	0.50
Human Resource Department	2.00		2.00		2.00		-	-
Finance & Budget Department	8.50	1.00	8.50	1.00	8.50	1.00	-	-
IT Department	1.50	-	1.50	1.00	1.50	1.00	-	-
Planning Department	1.00	1.00	1.00	1.00	1.00	0.50	-	(0.50)
Police Department	55.00	10.00	55.00	10.00	55.00	10.00	-	-
Building & Code Compliance	6.00	5.00	6.00	1.00	6.00	1.00	-	-
Public Services- Administration	6.50	-	6.00	-	5.50	-	(0.50)	-
Public Services - Streets	2.00	-	2.00	-	2.00	-	-	-
Public Services - Properties	13.00	5.00	14.00	5.00	13.50	5.00	(0.50)	-
Public Services - Building Maintenance	1.00	-	2.00	-	2.00	-	-	-
Recreation	4.00	40.00	4.00	40.00	3.00	40.00	(1.00)	-
Aquatics	1.00	25.00	1.00	25.00	1.00	25.00	-	-
Tennis	1.00	2.00	1.00	2.00	1.00	2.00	-	-
Park Maintenance	2.00	-	2.00	2.00	-	-	(2.00)	(2.00)
Golf Course-Pro Shop	-	-	1.00	19.00	2.00	16.00	1.00	(3.00)
Golf Course-Maintenance	-	-	9.00	1.00	5.00	-	(4.00)	(1.00)
Senior Center	1.00	7.00	1.00	7.00	1.00	7.00	-	-
Water Fund	7.50	0.50	7.50	0.50	5.50	1.00	(2.00)	0.50
Sewer Fund	5.00	-	4.50	-	4.50	-	-	-
Sanitation Fund	13.00	-	13.00	-	13.00	-	-	-
Stormwater Fund	2.00	-	2.00	-	2.00	-	-	-
TOTAL PERSONNEL	138.00	96.50	149.00	115.50	140.00	110.00	(9.00)	(5.50)

City of Miami Springs
Transfer From and Transfer To Schedule

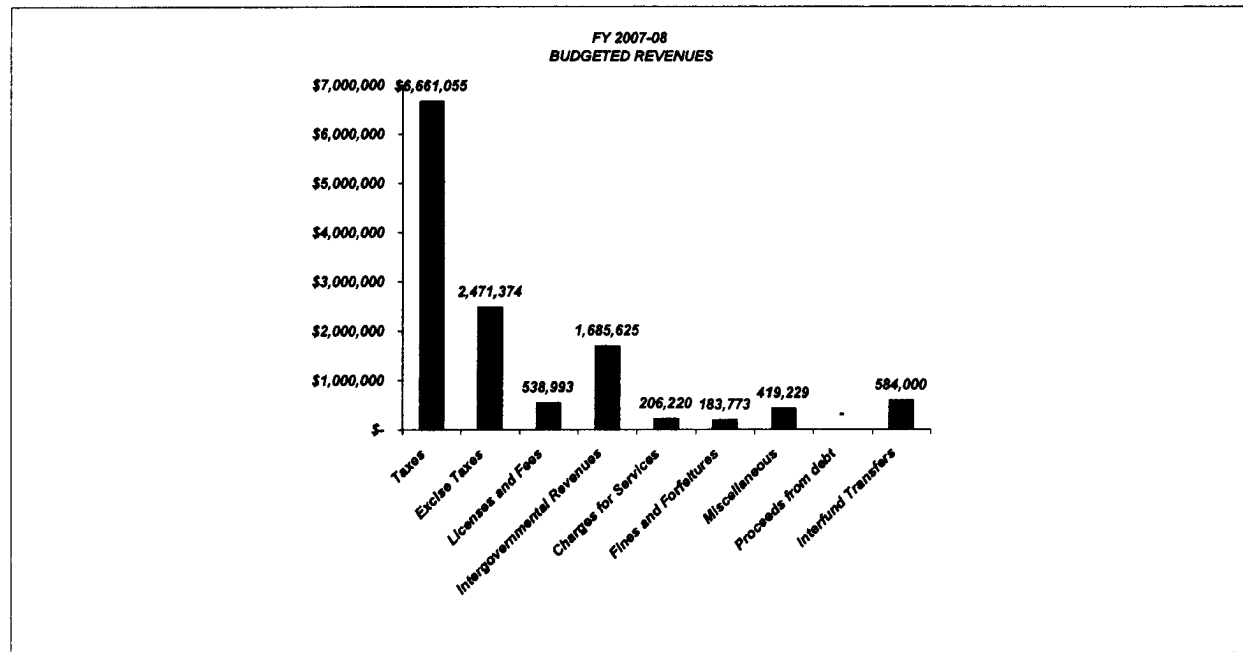
Fund	Transfer From	Transfer To
General Fund	147,716	584,000
Elderly Services	-	142,716
Grants Fund		5,000
Water Fund*	98,000	-
Sewer Fund*	342,000	-
Sanitation Fund*	124,000	-
Stormwater Fund*	20,000	-
	\$ 731,716	\$ 731,716

* Administrative charges paid to the General Fund

GENERAL FUND

**CITY OF MIAMI SPRINGS
SUMMARY OF GENERAL FUND REVENUES**

REVENUES	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Taxes	\$ 6,040,426	\$ 6,890,884	\$ 7,260,190	\$ 6,661,055	52.2%	-8.3%
Excise Taxes	2,374,954	2,601,805	2,364,694	2,471,374	19.4%	4.5%
Licenses and Fees	358,741	429,946	374,730	538,993	4.2%	43.8%
Intergovernmental Revenues	1,562,218	1,697,010	1,753,308	1,685,625	13.2%	-3.9%
Charges for Services	221,143	235,257	248,949	206,220	1.6%	-17.2%
Fines and Forfeitures	176,747	143,724	188,155	183,773	1.4%	-2.3%
Miscellaneous	301,299	121,242	380,329	419,229	3.3%	10.2%
Proceeds from debt	-	350,000	35,000	-	0.0%	-100.0%
Interfund Transfers	425,000	425,000	522,686	584,000	4.6%	11.7%
Total Revenues	\$ 11,460,528	\$ 12,894,868	\$ 13,128,040	\$ 12,750,269	100.0%	-2.9%

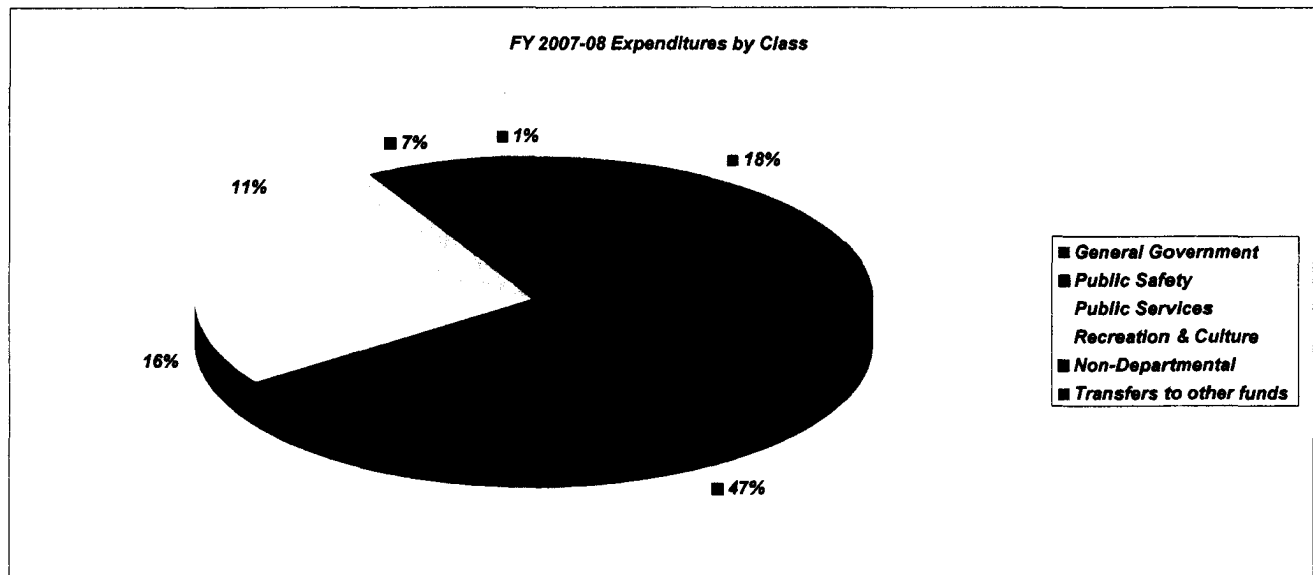


**CITY OF MIAMI SPRINGS
REVENUE COMPARISON
GENERAL FUND**

Line Item Revenue	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Budget	FY 07-08 Budget	% of Total	% Change from 2006-07
Ad Valorem Taxes - Current	\$6,026,401	\$6,813,012	\$ 7,225,190	\$ 6,641,055	52.09%	-8.1%
Ad Valorem Taxes - Delinquent	14,025	77,872	35,000	20,000	0.16%	-42.9%
Franchise Fees	797,020	966,572	833,404	889,200	6.97%	6.7%
Utility Service Taxes	892,535	928,122	874,692	870,500	6.83%	-0.5%
Local Communications Tax	685,399	707,111	656,598	711,674	5.58%	8.4%
Occupational Licenses - City	61,676	56,927	64,000	64,000	0.50%	0.0%
Occupational Licenses - County	27,798	11,912	25,000	15,000	0.12%	-40.0%
Building Permits	90,476	91,878	90,000	158,877	1.25%	76.5%
Electrical Permits	22,853	22,716	28,985	36,682	0.29%	26.6%
Plumbing Permits	16,756	18,427	19,082	20,362	0.16%	6.7%
Roofing Permits	41,565	90,048	92,000	84,631	0.66%	-8.0%
Mechanical Permits	12,078	16,787	16,558	18,439	0.14%	11.4%
Zoning Permits	7,550	5,630	6,525	6,712	0.05%	2.9%
Certification of Completions	1,800	700	1,260	360	0.00%	-71.4%
Structural Permits	18,732	23,950	29,250	19,305	0.15%	-34.0%
POD Permit Fees	-	1,750	2,070	2,025	0.02%	-2.2%
Other Permits	57,457	87,722	99,260	110,950	0.87%	11.8%
Misc plan Reviews	-	1,500	-	1,650	0.01%	100.0%
State Revenue Sharing	310,530	324,341	311,154	304,073	2.38%	-2.3%
8-cent Motor Fuel Tax	127,070	125,402	119,940	121,000	0.95%	0.9%
Alcoholic Beverage License	10,248	9,539	11,382	12,000	0.09%	5.4%
1/2-cent Sales Tax	845,805	925,018	906,438	943,294	7.40%	4.1%
Local Option Gas Tax-6 Cents	262,768	301,055	305,134	294,258	2.31%	-3.6%
Gas Tax Rebate	5,796	11,655	11,552	11,000	0.09%	-4.8%
School Crossing Guards	18,386	25,891	28,747	20,200	0.16%	-29.7%
Other Fees	829	44	-	-	0.00%	0.0%
Program Activity Fees	31,337	15,722	32,500	23,770	0.19%	-26.9%
Full-day Day Care	75,100	62,005	70,000	65,000	0.51%	-7.1%
Water Polo/Aquatics Teams	1,872	1,250	4,200	2,150	0.02%	-48.8%
Swimming Pool Admissions	41,828	52,899	45,000	47,000	0.37%	4.4%
Tennis Fees	2,469	2,769	3,000	3,000	0.02%	0.0%
Vending Machines	2,205	6,402	6,000	7,500	0.06%	25.0%
Fireworks-VG	-	6,426	3,000	3,000	0.02%	0.0%
Tennis Lessons	3,110	2,945	3,100	3,100	0.02%	0.0%
Tennis Merchandise	32	306	150	500	0.00%	233.3%
Tennis Memberships	1,225	1,218	1,500	1,500	0.01%	0.0%
Basketball fees	3,930	11,972	10,000	12,000	0.09%	20.0%
Softball	-	4,000	-	-	-	0.0%
Pelican Theatre	4,277	2,520	3,000	3,000	0.02%	0.0%
Jazzercise	3,150	3,150	4,200	4,200	0.03%	0.0%
Miscellaneous Charges for Serv	5,184	3,012	3,000	3,000	0.02%	0.0%
Copies & Other Charges	2,346	1,681	2,000	2,000	0.02%	0.0%
Lien Search	18,290	14,295	18,000	18,000	0.14%	0.0%
Re-Occupancy Inspection fees	9,850	6,850	7,500	7,500	0.06%	0.0%
Clerk of the Court - Fines	151,422	130,181	166,155	152,000	1.19%	-8.5%
Code Enforcement tickets	25,325	10,160	11,000	8,073	0.06%	-26.6%
Disabled Parking tickets	-	3,382	3,500	3,500	0.03%	0.0%
Interest - Checking	2,701	12,748	13,195	11,000	0.09%	-16.6%
Interest - Investments	132,762	259,118	250,984	250,000	1.96%	-0.4%
Interest - Tax Collections	5,767	1,709	2,500	18,000	0.14%	620.0%
Rent - Metro Fire	12,178	15,538	14,489	15,000	0.12%	3.5%
Rent - Dade Co. Library	8,253	9,179	9,488	8,253	0.06%	-13.0%
Rent - Bus Benches	3,876	3,876	3,876	3,876	0.03%	0.0%
Recreational Activities	1,295	1,540	1,200	3,500	0.03%	191.7%
Sprint Tower	47,138	45,166	45,500	52,000	0.41%	14.3%
Nextel	6,749	7,019	7,100	7,300	0.06%	2.8%
Metro PCS	6,240	6,490	6,500	6,800	0.05%	4.6%
Surplus sale of equipment	22,646	53	10,500	10,500	0.08%	0.0%
Other Miscellaneous	45,097	26,919	12,000	28,000	0.22%	133.3%
Tree replacement	-	7,925	-	1,500	0.01%	100.0%
Returned check charges	2,320	1,888	2,000	2,500	0.02%	25.0%
Code Enforcement Liens	-	5,547	1,000	1,000	0.01%	0.0%
ITF - Golf Course	-	-	57,667	-	0.00%	-100.0%
ITF - Water Admin Fee	78,000	78,000	78,000	98,000	0.77%	25.6%
ITF - Sewer Admin Fee	232,000	232,000	272,019	342,000	2.68%	25.7%
ITF - Sanitation Admin Fee	97,000	97,000	97,000	124,000	0.97%	27.8%
ITF - Stormwater Admin Fee	18,000	18,000	18,000	20,000	0.16%	11.1%
Proceeds from Debt	-	350,000	35,000	-	0.00%	-100.0%
TOTALS >>>	\$11,460,528	\$13,168,441	\$13,128,044	\$12,750,269	100.00%	-2.9%

**CITY OF MIAMI SPRINGS
EXPENDITURES BY CLASS**

	<u>FY 2004-05</u>	<u>FY 2005-06</u>	<u>FY 2006-07</u>	<u>FY 2007-08</u>	<u>% of Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Amended Budget</u>	<u>Budget</u>	<u>From FY2006-07</u>
General Government	\$ 1,989,457	\$ 2,015,794	\$ 2,250,760	\$ 2,277,715	1.2%
Public Safety	4,514,937	4,833,428	5,693,930	5,878,568	3.2%
Public Services	1,693,009	2,248,868	2,381,334	2,017,089	-15.3%
Recreation & Culture	937,962	1,029,915	1,931,960	1,333,035	-31.0%
Non-Departmental	181,692	413,482	981,403	860,261	-12.3%
Transfers to other funds	1,987,345	1,443,306	511,480	147,716	-71.1%
Sub-Totals	\$ 11,304,404	\$ 11,984,793	\$ 13,750,867	\$ 12,514,384	-9.0%
Increase(decrease) in fund balance	125,885	1,203,282	(592,965)	235,885	100.0%
Totals	\$ 11,430,289	\$ 13,188,075	\$ 13,157,902	\$ 12,750,269	-3.1%



**CITY OF MIAMI SPRINGS
EXPENDITURES BY DEPARTMENT**

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% Change
	<u>Actual</u>	<u>Actual</u>	<u>Amended Budget</u>	<u>Budget</u>	<u>From FY2006-07</u>
<u>Department</u>					
Mayor & City Council	\$ 43,095	\$ 47,165	\$ 67,015	\$ 52,709	-21.35%
Office of the City Manager	362,159	379,575	403,624	417,696	3.49%
Office of the City Clerk	208,719	195,967	255,520	260,995	2.14%
Office of the City Attorney	101,757	109,385	109,000	117,000	7.34%
Human Resource Department	171,255	193,850	225,142	219,282	-2.60%
Finance /Budget	653,374	589,752	672,659	673,605	0.14%
IT Department	336,951	367,852	295,927	294,570	-0.46%
Planning Department	112,147	132,248	221,873	241,858	9.01%
Police Department	4,093,024	4,296,201	5,092,572	5,188,105	1.88%
Police - School Guards	10,869	8,933	24,453	23,766	-2.81%
Building & Code Compliance	411,044	528,294	576,905	666,696	15.56%
Public Services - Administration	424,427	533,532	578,656	501,183	-13.39%
Public Services - Streets	259,043	455,923	560,047	434,007	-22.51%
Public Services - Properties	644,456	810,934	891,351	845,398	-5.16%
Public Services - Building Maintenance	202,581	411,888	319,621	216,438	-32.28%
Public Services - Fleet Maintenance	162,503	36,591	31,659	20,063	-36.63%
Recreation	543,232	622,360	1,312,510	827,090	-36.98%
Aquatics	217,258	241,900	303,214	260,985	-13.93%
Tennis	42,795	49,537	125,439	115,157	-8.20%
Park Maintenance	134,677	116,118	190,797	129,803	-31.97%
Non-Departmental	181,692	413,482	981,403	860,261	-12.34%
Total	\$9,317,059	\$10,541,487	\$13,239,387	\$12,366,668	-6.59%
Transfers to other funds	1,987,345	1,443,306	511,480	147,716	-71.12%
Increase (decrease) in fund balance	125,885	1,203,282	(592,965)	235,885	100.00%
Total	\$11,430,289	\$13,188,075	\$13,157,902	\$12,750,269	-3.10%

City Council

Mission Statement

The mission of the City Council is to provide leadership and direction for the City, to assure the present and future fiscal integrity of the municipal government, to represent the short and long-term interests of the City, and to promote quick, courteous responses to residents' concerns.

City Council

The City Council of the City of Miami Springs is comprised of an elected Mayor and four elected Council members. These individuals serve in the capacity of elected officials for the voters of the City and act as the legislative body of the municipality. Terms are for two years and members may serve for four consecutive terms.

The body is elected to lead, direct and provide policy for the administration. Additionally, the body is responsible to establish laws, regulations, set millage rates, adopt budgets, appropriate funds and other legislative matters. To ensure continuity, the Council appoints citizens to serve as advisors to permanent boards, two retirement systems and various ad hoc advisory committees.

Regular Council meetings are held the second and fourth Mondays of each month excluding July. Special sessions are also held in August to discuss budget and other matters of critical importance.

Goals

Represent the citizens of Miami Springs in an effective and efficient manner through policy making that meets and anticipates the needs of the City.

Enhance community spirit and promote community involvement through use of City boards and committees.

Objectives

Meet regularly to discuss and decide current issues within the City and allow citizens a forum to participate in the policies affecting their City

Support all City boards and committees and ensure that all vacant posts are filled.

2006-2007 Accomplishments

Continued to work on a Recreation Master Plan and pursued funding sources for the design and construction of a new gymnasium/hurricane shelter. Authorized funds to conduct Needs Assessment Survey for recreational programs.

Approved the District Boundary Regulations for the Commercial Business District and the Neighborhood Business District.

Submitted the final draft of the Evaluation and Appraisal Report to the Department of Community Affairs.

Reviewed and prepared new draft of the Comprehensive Plan.

2006-2007 Accomplishments (City Council – (Continued))

Conducted extensive research and negotiations with the Miami-Dade County Water and Sewer Department to study the feasibility of transferring the City's water and sewer systems to the County.

Directed the Architectural Review Board to start meeting to develop architectural and design policies, standards, regulations and guidelines for the commercial districts of the City.

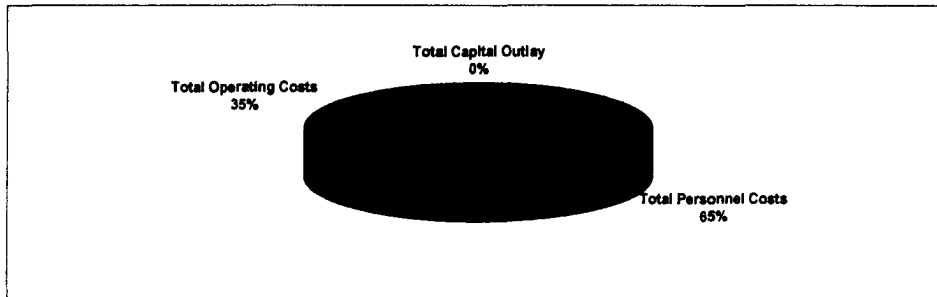
Approved funding to install much needed shading for the Tot-Lot.

2007-2008 Budget Highlights

FY2007-2008 budget reflects an \$14,306 (21.3%) decrease over FY2006-2007 budget due to the reduction in machinery and equipment from last year.

**MAYOR AND CITY COUNCIL
Expenditure Detail**

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Executive Salaries	\$ 31,800	\$ 31,800	\$ 31,800	\$ 31,800	60.3%	0.0%
Payroll Taxes	2,433	2,433	2,433	2,433	4.6%	0.0%
Workers' Compensation	286	108	217	201	0.4%	-7.4%
Total Personnel Costs	\$ 34,519	\$ 34,341	\$ 34,450	\$ 34,434	65.3%	0.0%
OPERATING						
Travel & Related Costs	5,022	3,994	11,465	9,525	18.1%	-16.9%
Misc. Expenses	-	864	1,450	1,000	1.9%	-31.0%
Dues, Memberships & Subsc.	2,855	3,105	3,200	3,200	6.1%	0.0%
Printing and binding	-	580	1,150	1,150	2.2%	100.0%
Office Supplies	699	528	1,800	1,000	1.9%	100.0%
Contractual Services	-	-	3,500	2,400	4.6%	0.0%
Total Operating Costs	\$ 8,576	\$ 9,071	\$ 22,565	\$ 18,275	34.7%	-19.0%
CAPITAL OUTLAY						
Machinery & Equipment	-	3,753	10,000	-	0.0%	-100.0%
Total Capital Outlay	\$ -	\$ 3,753	\$ 10,000	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 43,095	\$ 47,165	\$ 67,015	\$ 52,709	100.0%	-21.3%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Mayor	1	1	1	1	20.0%	0.0%
City Council Members	4	4	4	4	80.0%	0.0%
DEPARTMENT TOTAL	5	5	5	5	100.0%	0.0%

City Clerk

Mission Statement

The mission of the City Clerk's office is to serve the City Council, City Departments and all the citizens of Miami Springs by providing accurate and unbiased records of all municipal proceedings in a courteous and expeditious manner, providing the means for citizens to participate in local government.

City Clerk

The Office of the City Clerk is responsible for officially maintaining all records and minutes of the City.

The Office of the City Clerk is responsible for conducting all City elections (F.S.S.106 and City Charter 8.02(1) and for preserving all permanent records, ordinances, resolutions proclamations, minutes, contracts, historical documents and other official records in compliance with F.S.S. chapter 119 and Charter 8.02 (4).

The City Clerk serves as Records Management Liaison Officer (RMLO) to all City departments as needed. With the Mayor and City Manager, the Clerk attests to all official City documents and records the appropriate document with the Clerk of the Court (Charter 8.02).

The City Clerk's office attends, records and transcribes minutes of all City Council meetings, in a timely fashion, as well as a summary of actions for proper follow-up by all departments. The City Clerk also provides notary, information and referral services to the general public to enhance community relations.

Goals

Provide for and ensure the accurate and unbiased compilation and maintenance of the legislative history of the official actions and documents of the City of Miami Springs.

To serve as a principal contact for citizen inquires and inform the residents of the actions of the City using the most current means and methods.

Objectives

Compile and distribute all agenda documents for the City Council meetings, special meetings, and advisory boards and transcribe accurate minutes of all proceedings

Publish all legal notices for public hearings in accordance with state law

2006-07 Accomplishments

The City Clerk's Office conducted and supervised the Miami Springs Special Election of November 7, 2006.

The City Clerk's Office conducted and supervised the Miami Springs Municipal Election of April 7, 2007, qualifying eleven candidates for the offices of Mayor and Council. Early voting offered for two days.

City Clerk

2006-07 Accomplishments

The City Clerk's office started publishing the full agenda packet on the City's web site.

Participated in the training and started program to scan documents using the software purchased from Advanced Processing and Imaging.

Researched records and provided extensive information to the City Administration, Department Heads and City Attorney and processed over 175 public information requests from citizens and government entities.

Provided information to inform residents of new legislation passed by the Council by posting the advisory board minutes, ordinances, resolutions, and Council agendas, minutes and summary actions on the City's web page.

Supported the City Manager's office in the preparation of agenda packets for twenty-one meetings.

Provided secretarial assistance to the Mayor and Council members, including the preparation of a calendar of events to keep them informed of all meetings, invitations and events.

Coordinated secretarial help and support for all advisory boards, including attendance records and the scheduling of appointments for board members.

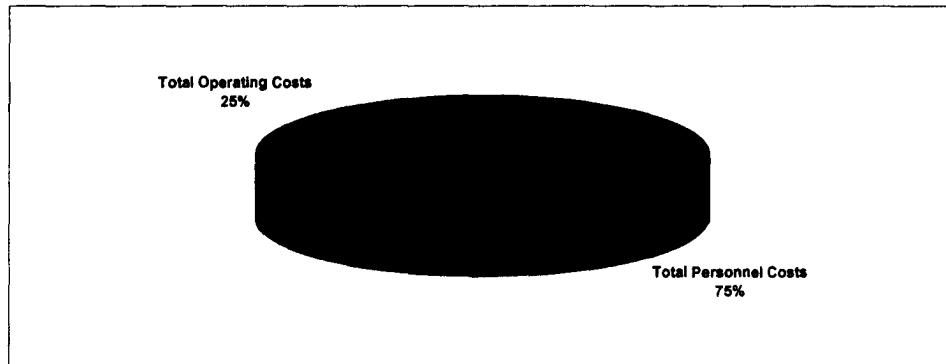
Compiled information for the monthly news bulletin to keep residents informed of public meetings, recreational and social activities, code compliance regulations and public safety issues.

2007-2008 Budget Highlights

- The FY 2007-08 budget reports a \$6,281 (2.5%) increase from FY2006-07, mainly due to the addition of a part time salary for a position to record minutes of the various Board meetings city-wide. This year's budget also includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

**OFFICE OF THE CITY CLERK
Expenditure Detail**

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 120,527	\$ 131,281	\$ 139,245	\$ 159,977	61.3%	14.9%
Overtime	1,392	1,771	1,700	2,040	0.8%	20.0%
Payroll Taxes	9,124	10,055	10,782	12,394	4.7%	15.0%
Pension & Retirement	2,950	4,968	8,355	8,544	3.3%	2.3%
Health Insurance	8,361	8,227	9,959	10,881	4.2%	9.3%
Workers' Compensation	1,512	2,220	880	1,032	0.4%	17.3%
Total Personnel Costs	\$ 143,868	\$ 158,522	\$ 170,821	\$ 194,868	74.7%	14.0%
OPERATING						
Contractual Services	22,183	5,229	38,000	20,000	7.7%	-47.4%
Travel & Related Costs	675	742	1,000	1,000	0.4%	0.0%
Telephone	1,264	1,130	1,253	1,253	0.5%	0.0%
Repairs & Maintenance	961	1,425	1,290	1,720	0.7%	33.3%
Printing & Binding	3,681	3,254	4,800	3,800	1.5%	-20.8%
Postage	985	1,229	1,347	1,348	0.5%	0.1%
Advertising & Promotions	21,223	13,360	20,114	22,000	8.4%	9.4%
Office Supplies	1,449	1,709	2,000	1,000	0.4%	-50.0%
Operating Supplies	5,699	3,793	4,850	5,200	2.0%	7.2%
Dues, Memberships & Subsc.	1,158	831	1,495	1,391	0.5%	-7.0%
Training & Education	304	201	1,000	1,000	0.4%	0.0%
Liability Insurance	2,616	3,192	3,571	4,736	1.8%	32.6%
Vehicle registration & Tag	465	667	800	800	0.3%	0.0%
Internet Access	836	683	879	879	0.3%	100.0%
Total Operating Costs	\$ 63,499	\$ 37,445	\$ 82,399	\$ 66,127	25.3%	-19.7%
CAPITAL OUTLAY						
Machinery & Equipment	1,354	-	2,200	-	0.0%	100.0%
Total Capital Outlay	\$ 1,354	\$ -	\$ 2,200	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 208,719	\$ 195,967	\$ 255,520	\$ 260,995	100.0%	2.1%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
City Clerk	1	1	1	1	40.0%	0.0%
Deputy City Clerk	1	1	1	1	40.0%	0.0%
Total of Full-time employees	2	2	2	2	80.0%	0.0%
Part Time Employees	0	0	0	0.5	20.0%	100.0%
DEPARTMENT TOTAL	2	2	2	2.5	100.0%	25.0%

OFFICE OF THE CITY CLERK PERFORMANCE MEASURES

Indicator	2005-2006	2005-2006	2006-07	2006-07	2007-08
	Goal	Actual	Goal	Actual	Goal
Outputs					
Council Agendas Packets Prepared	360	462	420	385	260
Public Records Request Processed	150	267	200	237	225
Legal Ads Published	105	107	105	102	100
Council Meetings Attended	25	32	30	28	26
Council Minutes Transcribed	25	32	30	28	26
Summary Actions Prepared	25	32	30	28	26
Bid Openings Witnessed	10	11	10	13	12
Elections Supervised	1	1*	2	2	1
Documents Notarized	200	634	500	629	600
Codified Ordinance Supplements	3	2	2	1	2
Ordinances Adopted	15	16	15	16	15
Resolutions Adopted	30	37	30	36	30
Vehicle Tag and Title Applications	10	13	10	16	12
Newsbulletin Preparation	12	12	12	12	12
Advisory Board Meetings Attended	20	18	20	14	52
Advisory Board Meetings Transcribed	20	18	20	14	52
Advisory Board - Attendance Reports	12	12	12	12	12
Proclamations, Certificates and Awards	120	42	50	99	75

*Enjoined

Effectiveness

% of reasonable records requests fulfilled within 48 hours	95%	95%	95%	95%
Council minutes transcribed and prepared for approval before the next Council meeting	85%	95%	95%	95%
Council minutes made available on website within two days after Council approval	95%	85%	85%	95%

Efficiency

Council Agendas prepared per year	25	33	33	26
Average number of pages of minutes transcribed per year	1000	810	810	600

City Manager

Mission Statement

In order to assure the Quality of Life the residents of Miami Springs have historically enjoyed, the Mission of the Office of the City Manager is to protect that quality and manage change through the following:

To provide the most effective means of implementing the policies of the City Council and delivering personalized services to the residents of Miami Springs, all within a budget that emphasizes fiscal constraint; to direct and oversee the activities of the various department directors to assure the activities of their staff reflect this vision; and to foster an atmosphere that inspires creative solutions to the various issues we face daily.

City Manager

The authority of this office is established and governed by Article IV of the Charter. The City Manager is deemed the Chief Administrative Officer of the City and, as such, is responsible for implementing the policies and directives of the will of the majority of the City Council. This involves daily contact with the heads of the various city departments, to assure their follow through on such implementation.

Responsibilities of this Office include but are not limited to: assuring adherence to all rules, regulations and policies; preparation and submission of an annual operating budgets to support the activities of the various departments; ensure the fiscal health of the City; and to monitor all major activities such as outside contracts, administrative positions, major capital projects, and the directives of the majority vote of the Mayor and City Council.

The City Manager serves on several boards, and attends meetings of advisory boards when required. The Manager is also required to attend meetings on behalf of the City from time to time outside the City to protect and promote the City's interests.

Goals

To provide effective and professional administration of polices and programs established by the City Council.

To provide leadership in the daily administration of the City government and assure fair, friendly and consistent treatment to all employees, residents and other customers of the City.

To achieve, as a minimum, a "break-even" scenario for the golf course.

To develop a plan for the future success of our downtown business districts through constant review of our district boundary regulations and communication with the various Chambers of Commerce and the Beacon Council.

To successfully complete the amendment process for our Comp Plan to allow for the redevelopment of NW 36th Street.

To continue to pursue the creation of new recreation facilities to replace those aging facilities that have outlived their useful life.

To successfully conclude negotiations with Miami-Dade County Water and Sewer Department to the benefit our residents.

To implement a trolley system within the City.

To improve the productivity of every department through better technology.

City Manager

Objectives

Review all agenda items submitted by the departments for Council approval.

Research issues and provide additional information to Council to assure policies and directives are based on the best and most accurate information available.

Consult with the City Attorney on a regular basis to insure that proposed courses of action are within the law.

Provide timely response to questions and concerns of residents and re-establish a program that will track our progress in responding to reasonable requests for services or information.

Hire individuals who understand the importance of working cooperatively and effectively with the residents.

Consider minimal rate increases in revenue producing activities such as the driving range, cart rentals, greens fees, aquatic center admissions, tennis center admissions, etc.

Review all current policies, procedures and memberships to guarantee that all revenues are collected and recorded appropriately.

Take a more pro-active role with the Chamber of Commerce and the Beacon Council to market our commercial district on NW 36th Street.

Meet with business and property owners of our commercial districts to listen to their concerns and identify those areas where the City can be of assistance.

Review all past marketing and revitalization studies to glean the information common to each as they relate to the formulation of solutions.

Explore and recommend changes to the City's Comprehensive Plan that protect our residential character while at the same time allowing for managed growth in our commercial areas.

Finalize a comprehensive plan for our recreation facilities that will best achieve a maximization of personnel and minimize the duplication of functions.

Consider a reorganization of the recreation department that will allow for new programming in these new facilities and the possibility of the inclusion of a new tennis facility to be part of the golf course operations.

Examine the operational issues that will be associated with the use of recreation facilities as disaster shelters.

City Manager

2006-07 Accomplishments

- With City Council support, reduced the millage rate from 7.9 to 7.5 which provided the average single-family home owner a \$16 savings.
- With the support and assistance of the City Council, the Golf Advisory Board and our golf department staff, successfully changed our business model to achieve the best year ever in the nine-year history of the golf operations. Key to this success was not only the staff, but also the first full year of operations with the new Champion Turf greens.
- Applied for two Safe Neighborhood Parks Bond Fund grants through a supplemental grant application program.
- Restructured the recreation center staff to improve our customer relations and operations.
- Continued work on the future recreation needs by recommending a recreation needs assessment survey be conducted in the City. Every household in the city will receive a questionnaire and be asked their opinions to determine the recreation needs of the community so that we can develop a strategic plan to create the types of facilities needed to provide for the desires of our city.
- Continued to focus on fiscal responsibility for the city, especially in light of the new tax reform legislation passed this year. Our goal, knowing that certain reductions were coming, was to keep the city in as stable a financial condition that we could as we headed into the first year under the new law. This included the development of a list of multiple ways to achieve the required reduction that quite literally touched every employee and every department.
- Prepared and delivered our annual budget request to the state legislature.
- Continued to work with the Miami-Dade County Water and Sewer Department to determine the feasibility of keeping or transferring our water and sewer department to the County.
- Hosted two Classic Car shows on the Circle to focus attention on our downtown business area.
- To further focus on downtown, prepared specs for a new parking lot on Curtiss Parkway to provide more access for shoppers and employees. Only one bid was received and staff has deemed it too expensive.
- Continued to pursue the creation of a trolley system to be funded by the Peoples Transit Tax. Council will receive a report and recommendation for the establishment of this trolley in September.

City Manager

2006-07 Accomplishments

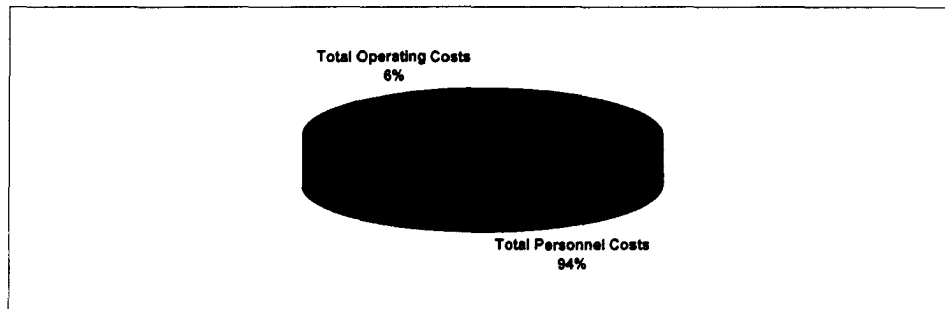
- Successfully concluded a new land use agreement with the Florida East Coast Railway for the use of the land on Ludlam Drive for the city's bike path.
- Received and read over 6,000 emails from residents, staff and Council through mid-July, which is roughly 600 emails per month, not including "SPAM".

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$15,389 (3.8%) increase from FY2006-07, This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase..
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

**CITY MANAGER
Expenditure Detail**

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Salaries	\$ 280,012	\$ 280,042	\$ 296,553	\$ 304,867	73.0%	2.8%
Overtime	106	2,018	2,400	500	0.1%	100.0%
Payroll Taxes	18,703	19,388	21,393	23,361	5.6%	9.2%
Pension & Retirement	34,963	37,227	39,618	40,608	9.7%	2.5%
Health Insurance	14,833	14,617	16,315	19,600	4.7%	20.1%
Workers' Compensation	1,967	2,651	1,853	1,926	0.5%	3.9%
Total Personnel Costs	\$ 330,583	\$ 355,943	\$ 378,132	\$ 390,861	93.6%	3.4%
OPERATING						
Travel & Related Costs	18,944	9,935	10,000	10,000	2.4%	0.0%
Office Supplies	1,480	936	685	600	0.1%	-12.4%
Operating Supplies	1,153	834	814	800	0.2%	-1.7%
Postage	176	198	255	255	0.1%	0.0%
Dues, Memberships & Subsc.	565	698	900	800	0.2%	-11.1%
Training & Education	-	856	765	800	0.2%	4.6%
Liability Insurance	5,220	6,444	7,522	9,025	2.2%	20.0%
Telephone/Internet	4,037	3,731	4,551	4,555	1.1%	0.1%
Total Operating Costs	\$ 31,575	\$ 23,832	\$ 25,492	\$ 26,835	6.4%	5.3%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	-	-	-	-	0.0%	0.0%
TOTAL EXPENSES	\$ 362,159	\$ 379,575	\$ 403,624	\$ 417,696	100.0%	3.5%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
City Manager	1	1	1	1	33.3%	0.0%
Assistant City Manager	1	1	1	1	33.3%	0.0%
Executive Secretary	1	1	1	1	33.3%	0.0%
DEPARTMENT TOTAL	3.0	3.0	3.0	3.0	100.0%	0.0%

OFFICE OF THE CITY MANAGER PERFORMANCE MEASURES

Indicator	2005-2006	2005-2006	2006-07	2006-07	2007-08
	Goal	Actual	Goal	Actual	Goal
Outputs					
1. Conclude Annexation	YES	NO	YES	NO*	YES
2. Design and Bid New Gymnasium	YES	NO	YES	NO**	YES
3. Develop alternative strategies for Golf Operations	YES	YES	NA	NA	NA
4. Finalize District Boundary Regulations	YES	YES	YES	YES	YES
5. Number of applications for major grants (>\$50K) to enhance programs	5	3	5	3	5
6. # of monthly meetings with Chamber of Commerce Exec. Board	12	10	10	2	10
7. Develop Marketing strategy for the City of Miami Springs	YES	NO	YES	NO	YES
8. Conclude Dog Park project	YES	YES	NA	NA	NA
9. # of annual meetings with local school principals	12	3	6	3	4
10. # of annual Host Art in City Hall events held	12	12	12	12	12
11. Compose and distribute 50 weekly "Manager's Update" reports			50	26***	26
Effectiveness					
1. # of annual Council agendas reviewed and released on time	30	30	30	30	30
2. Read and respond to daily emails	15	25	25	25	25
Efficiency					
1. Reduce Millage rate by	2.50%	5.00%	3.00%	5%	15%
2. Reduce purchasing costs through aggressive utilization of bids from other governmental jurisdictions	YES	YES	YES	YES	YES

* County resumed process in August, 2007

**Approval to Proceed received August 27, 2007

*** This report is now generated every other week in between council meetings

Human Resources

Mission Statement

To provide an organizational framework to recruit, select, classify, compensate, develop, and reward the City's diverse workforce, while ensuring an environment that optimizes productivity, efficiency and effectiveness. In addition, this department is responsible for the effective administration of claims, and to provide a safe and healthy environment for the City's employees and residents.

Human Resources

Human Resources administer a comprehensive personnel program that includes: recruitment, selection, wage and salary administration, employee relations and staff development training programs for City employees. The department advises and counsels City employees on personnel matters. Department staff is responsible for general personnel administration, staff and program development, and collective bargaining with the union and the administration of the Civil Service System. The department is also responsible for Risk Management and Worker's Compensation insurance claims for all City departments.

Goals

Continue to develop and maintain effective, positive employee relations.

To minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Objectives

Continue to standardize human resources management practices in the areas of hiring, retention, employee development, benefits, testing, and compliance with federal, state, and local regulations.

Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for city vacancies.

The development, communication, and implementation of policies, discipline, administration, maintenance of records, and all other human resource functions, as well as providing in-house training programs.

To reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide safety programs.

2006-07 Accomplishments

Assisted in the implementation of the Recreation Dept. Safety Program related to children.

Participated in the successful completion of a 3-year collective bargaining agreement between the City and the PBA.

Processed more than 300 employment applications. Completed hiring process for all returning and new summer program employees in a record time.

2006-07 Accomplishments (continued)

Continued the enforcement of alcohol & drug random testing for CDL holders.

Completed the annual driver's license check for all employees who drive city vehicles.

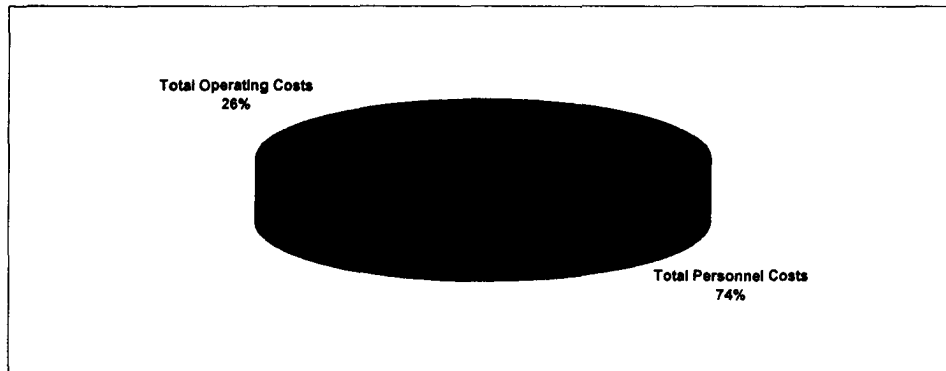
148 Risk Management cases were processed, including closing of all Plover Avenue cases, except for one that is still open.

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$5,126 (2.3%) decrease from FY2006-07, mainly due to decreased personnel processing costs since it is expected that the number of new hires will decrease for FY2007-08. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase.
- Health insurance costs are projected to increase by 10%.

HUMAN RESOURCES DEPARTMENT
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 120,037	\$ 131,372	\$ 133,038	\$ 139,614	63.7%	4.9%
Overtime	248	243	250	250	0.1%	0.0%
Payroll Taxes	8,965	9,906	10,197	10,167	4.6%	-0.3%
Pension & Retirement	2,564	2,882	4,750	4,698	2.1%	-1.1%
Health Insurance	5,686	5,626	6,152	7,516	3.4%	22.2%
Workers' Compensation	1,190	1,770	870	908	0.4%	4.3%
Total Personnel Costs	\$ 138,689	\$ 151,799	\$ 155,257	\$ 163,153	74.4%	5.1%
OPERATING						
Professional Services	14,478	23,755	37,887	30,000	13.7%	-20.8%
Contractual Services	-	-	2,000	-	0.0%	100.0%
Travel & Related Costs	84	-	1,500	1,500	0.7%	0.0%
Telephone/Internet	2,153	1,868	2,145	2,197	1.0%	2.4%
Postage	399	496	612	549	0.3%	100.0%
Advertising & Promotions	7,988	8,465	13,458	10,000	4.6%	-25.7%
Office Supplies	1,813	1,502	2,000	2,000	0.9%	0.0%
Operating Supplies	447	241	500	500	0.2%	0.0%
Dues, Memberships & Subsc.	2,312	1,789	2,250	2,250	1.0%	0.0%
Training & Education	385	755	4,000	3,000	1.4%	-25.0%
Liability Insurance	2,508	3,180	3,533	4,133	1.9%	17.0%
Total Operating Costs	\$ 32,566	\$ 42,051	\$ 69,885	\$ 56,129	25.6%	-19.7%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 171,255	\$ 193,850	\$ 225,142	\$ 219,282	100.0%	-2.6%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Human Resources Director/Risk Mgr	1	1	1	1	50.0%	0.0%
Human Resources Specialist	1	1	1	1	50.0%	0.0%
Total of Full-time employees	2	2	2	2	100.0%	0.0%
Part Time Employees	0	0	0	0	0.0%	0.0%
DEPARTMENT TOTAL	2	2	2	2	100.0%	0.0%

HUMAN RESOURCES DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Actual	2006-07 Actual	2007-08 Goal
Outputs			
Reduce number of workmen compensation cases	Yes	Yes	Yes
Number of internal seminars offered	3	2	3
Reduce number of property/vehicle claims	Yes	Yes	Yes
Effectiveness			
% of job descriptions processed and filed	92%	100%	100%
Efficiency			
% of vacancies filled within 30 days	98%	98%	98%

Finance Department Mission Statement

To provide timely, relevant, and accurate financial information to the City's managers, legislators, and stakeholders, to recommend and implement financial strategies that ensure the financial viability of the City and its future needs, and to implement internal control procedures that safeguard all city assets.

Finance Department

The Finance Department is responsible for overseeing the financial operations of the City including: accounts payable, accounts receivable, audits, budgeting, capital projects accounting, cash management, collections, debt administration, financial analysis, financial reporting, fixed asset reporting, payroll processing, and revenue & expenditure forecasting and monitoring. The Finance Department is also responsible for safeguarding the assets of the City.

The department ensures that surplus funds are properly invested to maximize returns on cash for operations.

The department is responsible for utility billing, collections, customer service and accounts receivable collections for the water, sewer, sanitation and storm water funds.

Goals

To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with professional accounting standards and federal, state, and local laws. Develop and implement processes to enhance the financial viability of the City, and provide financial information and analyses that are valuable as management tools and that are readily understood by our residents.

Objectives

Coordinate the preparations of the budget document and publish the adopted budget by October 1st.

Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) "Certificate of Achievement for excellence in Financial Reporting" and the "Distinguished Budget Presentation Award" programs.

Continue providing monthly, quarterly, and annual financial data to facilitate the proper administration of the City.

Improve the usefulness of the performance measures of each department.

Provide for audits of the City. Coordinate the audits with the City's auditors and provide account analysis, reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report.

Finance Department

2006-07 Accomplishments

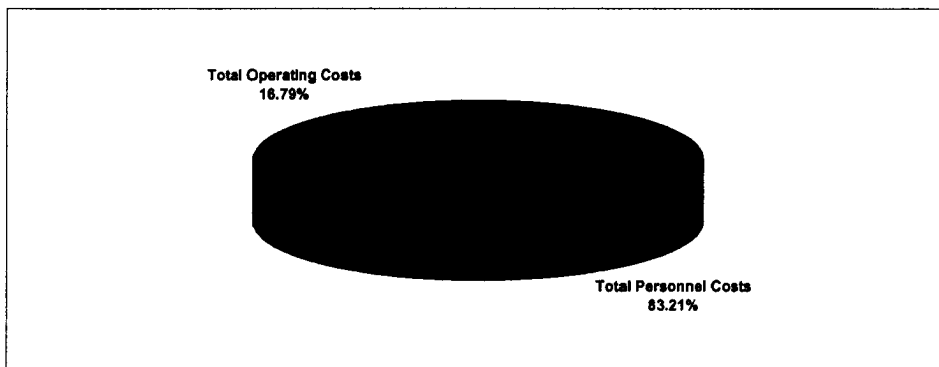
- Awarded the "Award for Outstanding Achievement in Popular Annual Financial Reporting" by the GFOA.
- Awarded the "Distinguished Budget Presentation Award" by the GFOA.
- Awarded the "Certificate of Achievement for Excellence in Financial Reporting" from the GFOA.
- Obtained an improved credit rating from Standard & Poor's credit agency
- Increased investment income through investment of excess funds in higher yielding certificates of deposits.
- Fiscal Year 2006 Comprehensive Annual Financial Report was presented and delivered to Council in January 2006.
- Received an improved credit rating from Dun & Bradstreet which is an indication that the City is paying their bills on time.

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$3,372 (0.5%) increase from FY2006-07, mainly due to addition of \$15,000 in professional services to cover the cost of finding a new Director. This year's budget also includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

FINANCE DEPARTMENT
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 436,481	\$ 387,949	\$ 435,043	\$ 442,238	65.7%	1.7%
Part Time Year Round	6,727	7,855	6,902	7,145	1.1%	3.5%
Overtime	2,186	4,332	6,000	3,500	0.5%	-41.7%
Payroll Taxes	33,352	30,164	34,268	34,648	5.1%	1.1%
Pension & Retirement	20,948	24,449	32,429	32,788	4.9%	1.1%
Health Insurance	37,661	31,704	42,897	37,302	5.5%	-13.0%
Workers' Compensation	2,909	4,641	3,287	2,875	0.4%	-12.5%
Unemployment Compensation Tax	5,416	2,652	2,500	-	0.0%	100.0%
Total Personnel Costs	\$ 545,680	\$ 493,748	\$ 563,326	\$ 560,494	83.2%	-0.5%
OPERATING						
Professional Services & Audit Fees	53,725	49,980	53,250	58,900	8.7%	10.6%
Contractual Services	53	-	100	100	0.0%	0.0%
Travel & Related Costs	525	397	800	800	0.1%	0.0%
Telephone/Internet	8,361	7,235	8,358	7,931	1.2%	-5.1%
Repairs & Maintenance	725	1,523	2,300	1,800	0.3%	-21.7%
Rentals & Lease	5,405	3,018	3,629	2,000	0.3%	-44.9%
Printing & Binding	4,390	6,412	8,000	7,500	1.1%	-6.3%
Advertising & Promotions	471	1,271	1,500	1,500	0.2%	0.0%
Office Supplies	7,992	3,962	5,000	7,200	1.1%	44.0%
Courier, UPS, Fedex-Overnight	432	867	950	900	0.1%	-5.3%
Postage	4,956	5,502	5,313	5,600	0.8%	5.4%
Operating Supplies	3,993	1,315	1,500	3,000	0.4%	100.0%
Dues, Memberships & Subsc.	1,968	1,764	1,500	1,500	0.2%	0.0%
Training & Education	784	676	1,000	500	0.1%	-50.0%
Liability Insurance	11,916	12,084	14,133	13,881	2.1%	-1.8%
Total Operating Costs	\$ 105,694	\$ 96,006	\$ 107,333	\$ 113,112	16.8%	5.4%
CAPITAL OUTLAY						
Machinery & Equipment	2,000	-	2,000	-	0.0%	100.0%
Total Capital Outlay	\$ 2,000	\$ -	\$ 2,000	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 653,374	\$ 589,752	\$ 672,659	\$ 673,605	100.0%	0.1%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Finance Director	1	1	1	1	10.5%	0.0%
Accounting Manager	1	1	1	1	10.5%	0.0%
Senior Staff Accountant	1	1	0	0	0.0%	0.0%
Accounting Clerk II	2	2	0	0	0.0%	0.0%
Accounting Clerk I	2	2	2	3	31.6%	50.0%
Accounting Clerk III	1	1	3	2	21.1%	-33.3%
Customer Service Representative	1	1	1	1	10.5%	0.0%
Purchasing/Systems Manager	0.5	0.5	0.5	0.5	5.3%	0.0%
Total of Full time employees	9.5	9.5	8.5	8.5	89.5%	0.0%
Part-time Employee						
Clerical Assistant	1	1	1	1	10.5%	0.0%
DEPARTMENT TOTAL	10.5	10.5	9.5	9.5	100.0%	0.0%

FINANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Actual	2006-07 Actual	2007-08 Goal
Outputs			
Quarterly Budget Reports	4	4	4
Annual Budget	1	1	1
Comprehensive Annual Financial Report	1	1	1
Popular Annual Financial Report	N/A	1	1
Effectiveness			
Number of audit adjustments by Auditors	0	0	0
Number of days to close the year-end books	30	30	30
Number of days to complete the Comprehensive Annual Financial Report	75	71	71
% of bank reconciliations completed within 25 days of receipt of bank statement	100%	100%	100%
Efficiency			
Receive Award of Certificate of Achievement for Excellence in Financial Reporting from the GFOA	Yes	Yes	Yes
Receive Distinguished Budget Presentation Award from the GFOA	Yes	Yes	Yes
Receive Award for Popular Annual Financial Report	N/A	Yes	Yes

City Attorney

Mission Statement

The mission of the City Attorney's office is to provide competent legal advice and counsel to City officials and administration in a timely manner and zealously represent the City's interest and positions in negotiations and litigation.

City Attorney

The office of the City Attorney reflects the direct charges associated with the contractual services provided by the City's legal counsel. Miami Springs, not having a large enough demand for an internal legal staff, contracts all legal services with the firm of Orshan, Lithman, Seiden, Ramos, Hatton & Huesmann, LLLP.

The firm, through its partners, represents the City on all legal matters including, but not limited to, attendance at all regular and special council meetings, planning and zoning boards, and Board of Adjustment meetings. Additionally, the office is responsible for coordinating responses and initiating all legal opinions, litigation matters and applications of all federal, state, county, and local rules, regulations, ordinances, resolutions, or other statutory matters.

Goal

Provide competent legal advice and council in a timely manner to City Officials and administration.

Objectives

Provide legal advice through attendance at meetings and workshops and by responding to all inquiries in a timely manner.

Review, draft and negotiate contracts and agreements between the City and other entities or persons in a timely manner.

FY 2007-08 Budget Highlights

- The FY 2007-08 budget is \$8,000 (7.3%) higher than the FY2006-07 budget due to expected increased legal fees for the upcoming year.

OFFICE OF THE CITY ATTORNEY
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Professional Services	\$ 100,473	\$ 108,335	\$ 107,500	\$ 115,500	98.7%	7.4%
Training and Education	309	-	500	1,200	1.0%	140.0%
Dues, Memberships & Subsc.	975	1,050	1,000	300	0.3%	-70.0%
<i>Total Operating Costs</i>	<i>\$ 101,757</i>	<i>\$ 109,385</i>	<i>\$ 109,000</i>	<i>\$ 117,000</i>	<i>100.0%</i>	<i>7.3%</i>
TOTAL EXPENSES	\$ 101,757	\$ 109,385	\$ 109,000	\$ 117,000	100.0%	7.3%

Planning Department

Mission Statement

To coordinate the physical development of the City in a manner that will preserve its unique characteristics and enhance the quality of life for the City's present and future residents.

Planning Department

The Planning Department is responsible for general community-wide policy and program planning, as mandated by state law. This effort involves close intergovernmental coordination, particularly with county agencies, the South Florida Regional Planning Council and state agencies such as the Departments of Community Affairs, Environmental Protection and Transportation. Related to this general mission, the department provides research and recommendations on land use, community facilities/services and transportation matters to the City Manager, City Advisory and Quasi-Judicial Boards, and the City Council.

Goals and Objectives:

Goal: Provide planning services consistent with, and in support of the City's official goals for future land use, transportation, housing, infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements, as articulated in the Comprehensive Plan.

<p>Objective: Perform all planning services necessary for the development and adoption of District Boundary Regulations for the remaining Future Land Uses per the Comprehensive Plan.</p>

FY2006-07 Accomplishments

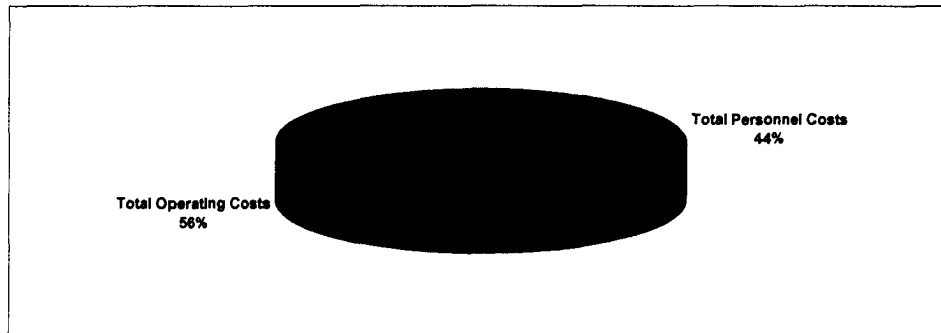
- **Performed all planning services necessary for the drafting and adoption of the Airport, Highway and Marine Business District zoning ordinance.**
- **Prepared case reports and recommendations for 41 Board of Adjustment cases and 2 Zoning & Planning Board cases to-date (06/30/06).**
- **Supervised and assisted in the drafting and the approval process for the Evaluation & Appraisal Report for the Comprehensive Plan.**

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$20,401 (9.2%) increase from FY2006-07 mainly due to \$100,000 budgeted under Professional Services related to the 36th Street projects. This year's budget also includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

PLANNING DEPARTMENT
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 72,358	\$ 74,479	\$ 76,789	\$ 79,093	32.7%	3.0%
Part Time Year Round	9,040	6,350	19,829	11,649	4.8%	-41.3%
Payroll Taxes	6,199	6,166	7,131	6,942	2.9%	-2.7%
Pension & Retirement	1,752	2,821	4,607	4,556	1.9%	-1.1%
Health Insurance	3,645	3,407	4,167	4,529	1.9%	8.7%
Workers' Compensation	721	962	636	514	0.2%	-19.2%
Total Personnel Costs	\$ 93,716	\$ 94,185	\$ 113,159	\$ 107,282	44.4%	-5.2%
OPERATING						
Professional Services	7,445	6,250	74,150	100,000	41.3%	34.9%
Travel & Related Costs	135	95	-	300	0.1%	0.0%
Courier, UPS, Fedex-Overnight	50	109	150	190	0.1%	26.7%
Rentals & Lease	270	-	480	-	0.0%	-100.0%
Printing & Binding	3,840	5,043	5,970	5,970	2.5%	0.0%
Postage	1,277	1,441	1,426	1,747	0.7%	22.5%
Office Supplies	1,069	1,072	2,045	2,050	0.8%	0.2%
Operating Supplies	664	38	50	-	0.0%	-100.0%
Dues, Memberships & Subsc.	390	390	564	680	0.3%	20.6%
Advertising	-	15,936	20,000	20,000	8.3%	0.0%
Liability Insurance	1,920	2,352	2,582	2,341	1.0%	-9.3%
Telephone/Internet	1,371	1,337	1,297	1,297	0.5%	0.0%
Transfers to Grants Fund(match)	-	4,000	-	-	0.0%	100.0%
Total Operating Costs	18,431	38,063	108,714	134,575	55.6%	23.8%
CAPITAL OUTLAY						
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 112,147	\$ 132,248	\$ 221,873	\$ 241,858	100.0%	9.0%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
City Planner	1	1	1	1	66.7%	0.0%
Total of Full-time employees	1	1	1	1	66.7%	0.0%
Administrative Assistant I-Part Time	1	1	1	0.5	33.3%	-50.0%
DEPARTMENT TOTAL	2	2	2	1.5	100.0%	-25.0%

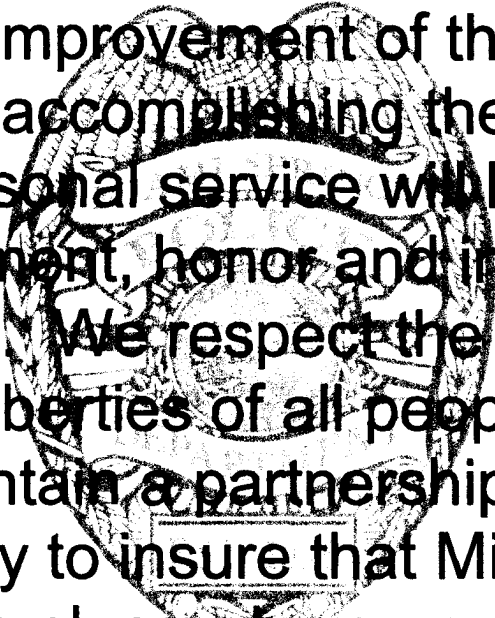
**PLANNING DEPARTMENT
PERFORMANCE MEASURES**

Indicator	2005-2006	2005-2006	2006-07	2006-07	2007-08
	Goal	Actual	Goal	Actual	Goal
Outputs					
1. Commercial Business District Boundary Regulations adopted by	12/12/2005	Yes	N/A		
2. Evaluation & Appraisal Report transmitted to DCA by	12/31/2005	Yes	N/A		
3. Airport District Boundary Regulations in City public hearing process by	9/30/2006	Yes	N/A		
4. Sign Ordinance adopted by	12/12/2005	No	9/24/2007	No	9/22/2008
5. Miami-Dade GIS coordination and synchronization by	12/31/2005	No	9/24/2007	No	9/23/2008
6. Adopted Comp Plan Amendment Package transmitted to DCA					9/22/2008
7. * District Boundary regulations adopted by					
Effectiveness					
1. Number of Sets of District Boundary Regulations/Ordinances Drafted	3	3	*	*	*
2. Number of Board of Adjustment (BOA) Cases Prepared	36	41	36	42	50
3. Number of Zoning & Planning (Z & P) Board Cases Prepared	3	3	3	4	3
Efficiency					
1. Number of BOA Cases Postponed Due to Incomplete Case Files	0	1	0	2	0
2. Number of Z & P Cases Postponed Due to Incomplete Case Files	0	0	0	1	0

* Exact number and specific DRBs to be adopted to be determined by Administration and Council.

Miami Springs Police Department

Mission Statement



Our mission is the reduction of crime and the improvement of the quality of life. In accomplishing these goals, personal service will be our commitment, honor and integrity our mandate. We respect the dignity and personal liberties of all people and strive to maintain a partnership with the community to insure that Miami Springs remains a place where people can live and work safely and without fear.

Police Department

The Police Department is responsible for protecting the lives and property of the residents, businesses and visitors of the City. The Department preserves the peace, prevents crime, detects and arrests offenders, regulates and controls traffic and enforces all related federal, state, county, local and other regulatory rules, regulations, laws and ordinances.

The department is also responsible, both through the General and Law Enforcement Trust Funds, to operate the Community Policing Office (CPO), the School Crossing Guard program, and other special law-enforcement programs related to the Department of Justice and other agencies.

Additionally, the department works closely with other regional agencies to ensure that public safety matters are addressed and implements specialized enforcement efforts including HIDTA, COPS-MORE, the VIN Program and others as identified.

Goals

Enhance and continue efforts to deliver "Personalized Police Service" to the City of Miami Springs.

Become more involved in Community Policing to further the relationship between the police and citizens of the community.

Increase "Homeland Security" efforts.

Objectives

Increase the commitment to addressing the enormous traffic problems and the many legitimate complaints made by residents and enhance the ability to provide traffic safety in the community.

Continue commitment to combating the drug problem through interagency cooperation by the assignment of a Police Officer to the South Florida High Intensity Drug Trafficking Area (HIDTA Program)

Regenerate efforts with the goal of increasing the number of Crime Watch neighborhoods and reaffirm our commitment and efforts towards Business Crime Watch.

Increase police visibility in residential and commercial areas by utilizing foot patrol and bicycle patrol.

Utilize grants and alternate funding sources to facilitate additional training and equipment to enhance terrorism preparedness.

Police Department

Objectives

Improve communications/networking with other government agencies involved in "Homeland Security" through participation in various task forces and utilization of advanced communication technology.

2006-07 Accomplishments

- Purchased six (6) undercover surveillance/investigations vehicles.
- Purchased "No Emissions, Energy Efficient" electric patrol car
- Installed new police network server
- Continue FEMA and Homeland security training for entire staff
- Provided uniform ID cards for all City employees

FY 2007-08 Budget Highlights

Due to the recent State tax reform legislation, all Departments, including Police, were directed to submit a budget proposal for FY 2007-2008 that does not exceed the FY 2006-2007 Budget total dollar amount.

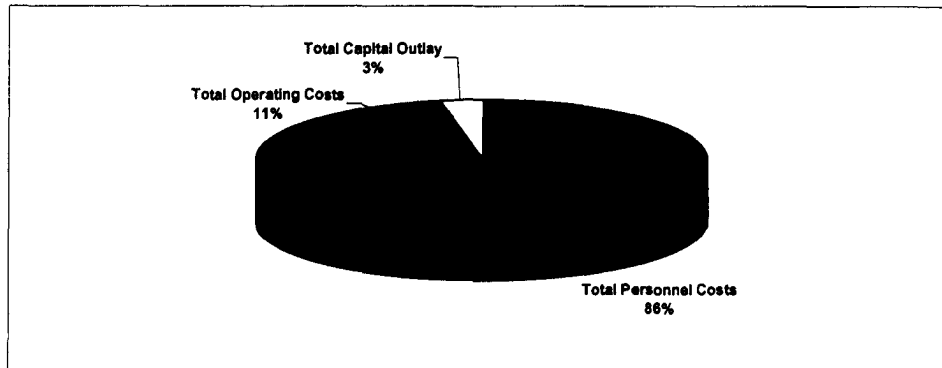
Since there is a 4% contract mandated salary increase for PBA Bargaining Unit members for the new fiscal year, in order to meet the budget increase restriction the Police Department will not fund two (2) currently vacant Police Officer positions. This will temporarily reduce the budgeted dollars for sworn personnel strength from 43 to 41 Officers.

Budget line item reductions were made in various accounts to cover increases in fuel costs, mobile data and cell phone connection charges, and vehicle replacement costs. As a result of all the aforementioned adjustments, the Police Department is hereby submitting a budget proposal for FY 2007-2008 with the same final dollar total as the current FY 2006-2007 budget.

The FY2007-08 budget reports a \$136,173 (2.7%) increase from FY2006-07 mainly due to increased costs in health, liability, and workmen's compensation insurance.

POLICE DEPARTMENT
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Executive Salaries	\$ 462,024	\$ 428,124	\$ 456,822	\$ 475,606	9.2%	4.1%
Unemployment Compensation	-	2,585	2,500	-	0.0%	-100.0%
Regular Salaries	1,920,841	2,048,595	2,250,870	2,294,950	44.2%	2.0%
Police Dept Civilians	408,432	373,897	431,185	453,878	8.7%	5.3%
Part Time Year Round	65,006	59,173	94,204	97,061	1.9%	3.0%
Overtime	84,983	68,570	93,000	93,000	1.8%	0.0%
Special Pay	30,960	30,800	50,000	38,000	0.7%	-24.0%
Payroll Taxes	221,877	229,712	258,255	264,116	5.1%	2.3%
Pension & Retirement	24,088	127,026	318,193	340,343	6.6%	7.0%
Health Insurance	235,568	222,449	278,591	291,624	5.6%	4.7%
Workers' Compensation	62,564	101,138	116,014	132,662	2.6%	14.3%
Total Personnel Costs	\$ 3,516,344	\$ 3,692,069	\$ 4,349,434	\$ 4,481,239	96.4%	3.0%
OPERATING						
Professional Services	32,508	16,160	37,767	27,000	0.5%	-28.5%
Contractual Services	2,172	3,520	5,410	5,000	0.1%	-7.6%
Travel & Related Costs	9,540	6,297	12,000	10,000	0.2%	-16.7%
Repairs & Maintenance	22,668	19,758	32,025	27,000	0.5%	-15.7%
Rentals & Lease	3,985	4,137	8,365	6,000	0.1%	-28.3%
Printing & Binding	621	232	1,500	500	0.0%	-66.7%
Advertising & Promotions	364	597	800	800	0.0%	0.0%
Office Supplies	5,969	5,024	7,617	7,500	0.1%	-1.5%
Postage	869	1,066	1,164	1,166	0.0%	0.2%
Operating Supplies	20,726	24,444	23,541	22,000	0.4%	-6.5%
Uniforms	65,291	49,771	95,160	85,000	1.6%	-10.7%
Vehicle registration and tag	204	96	150	150	0.0%	0.0%
Courier, UPS, FedEx-Overnight	199	251	525	600	0.0%	14.3%
Dues, Memberships & Subsc.	2,787	2,539	5,000	5,000	0.1%	0.0%
Training & Education	24,716	16,111	26,845	25,000	0.5%	-6.9%
Liability Insurance	113,856	131,076	148,685	126,652	2.4%	-14.8%
Fleet Maintenance	47,277	64,873	68,953	70,000	1.3%	1.5%
Fuels, Oils, Lubricants	65,336	78,436	79,200	85,000	1.6%	7.3%
Telephone/Internet/Beepers	19,191	13,681	24,781	41,098	0.8%	65.8%
Total Operating Costs	\$ 438,277	\$ 438,069	\$ 579,488	\$ 545,466	10.5%	-5.9%
CAPITAL OUTLAY						
Vehicles	118,646	134,697	115,425	129,400	2.5%	12.1%
Machinery & Equipment	19,756	31,366	48,225	32,000	0.6%	-33.6%
Total Capital Outlay	\$ 138,403	\$ 166,063	\$ 163,650	\$ 161,400	3.1%	-1.4%
TOTAL EXPENSES	\$ 4,093,024	\$ 4,296,201	\$ 5,092,572	\$ 5,188,105	100.0%	1.9%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Chief of Police	1	1	1	1	1.5%	0.0%
Captain	1	1	1	1	1.5%	0.0%
Lieutenant	3	3	3	3	4.6%	0.0%
Sergeant - Detective	1	1	1	1	1.5%	0.0%
Sergeant	4	4	4	4	6.2%	0.0%
Officer - Detective	4	5	5	5	7.7%	0.0%
Officer - Motor	5	5	5	5	7.7%	0.0%
Officer - K9	2	2	2	2	3.1%	0.0%
Officer	22	21	21	21	32.3%	0.0%
Communications Supervisor	1	1	1	1	1.5%	0.0%
Dispatcher I	6	6	6	6	9.2%	0.0%
Dispatcher II	1	1	1	1	1.5%	0.0%
Parking Enforcement Officer	0	0	0	0	0.0%	0.0%
Administrative Assistant I	0	0	0	0	0.0%	0.0%
Clerical Assistant	0	0	0	0	0.0%	0.0%
Sr. Adm Spec	1	-	0.5	-	0.0%	-50.0%
Admin. Sp. II	1	2	1.5	2	3.1%	50.0%
Admin. Sp. I	2	2	2	2	3.1%	0.0%
Total of Full time employees	55	55	55	55	84.6%	0.0%
Part Time Employees						
Clerical Assistant	3	3	3	3	4.6%	0.0%
Public Service Aides	3	3	3	3	30.0%	0.0%
School Crossing Guards	4	4	4	4	6.2%	0.0%
Total of Part time employees	10	10	10	10	15.4%	0.0%
DEPARTMENT TOTAL	65	65	65	65	100.0%	0.0%

**POLICE DEPARTMENT- School Crossing Guards
Expenditure Detail**

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
PERSONNEL						
Part Time Year Round	\$ 9,997	\$ 7,736	\$ 20,616	\$ 21,300	89.6%	3.3%
Payroll Taxes	765	592	1,577	1,629	6.9%	3.3%
Worker's Compensation	107	225	140	137	0.6%	-2.3%
Total Personnel Costs :	\$ 10,869	\$ 8,553	\$ 22,333	\$ 23,066	97.1%	3.3%
OPERATING						
Operating Supplies	-	-	-	-	0.0%	0.0%
Uniforms	-	295	1,120	500	2.1%	-55.4%
Other	-	85	1,000	200	0.8%	-80.0%
Total Operating Costs :	\$ -	\$ 380	\$ 2,120	\$ 700	2.9%	-67.0%
TOTAL EXPENSES	\$ 10,869	\$ 8,933	\$ 24,453	\$ 23,766	100.0%	-2.8%

POLICE DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006	2005-2006	2006-07	2006-07	2007-08
	Goal	Actual	Goal	Actual	Goal
Outputs					
Crime Index	1,000	1,043	1,000	1,138	1,000
Crime rate (per 1,000)	70	75	70		70
Number of arrests	600	714	750	684	700
Reported Traffic Accidents	400	416	400	373	400
Traffic/parking citations	9,500	7,072	9,500	7,893	9,000
Number of patrol zones patrolled 24 hrs/day	11	11	11	11	11
Effectiveness					
Average call response time (min.)	0:02:45	2:49	2:45	2:55	2:50
Clearance rate of Class I Crimes	25.00%	23.25%	25.00%	24.10%	25.00%
Efficiency					
Expenditures per resident population	\$333.89	\$313.77	\$367.00	\$349.82	\$375.95

INFORMATION TECHNOLOGY

Mission Statement

The mission of the Information Technology Department is to provide technical support to all City Departments, enhance system security, provide training services to all users, and standardize computer related purchases in order to maximize efficiency, and to recommend future technological direction for the City.

Information Technology

Major Functions & Activities

The following is a list of the current applications/functions supported by the Information Technology Department

- **Special Assessments**
 - Research and pricing for specialty hardware/software as requested by Department Heads
 - Security Research as requested by Department Heads
- **Personnel**
 - Additions/modifications/removal of system accounts
 - Network resource permissions as detailed by Department Heads
- **Police Department Network administration.**
 - Server 2003 maintenance
 - System Backups
 - USA Dispatch software support
 - Network infrastructure and security
 - Electronic Mail
 - Help Desk
 - FCIC/FDLE Network
 - Imaging system
 - SNAP server support
 - Symantec Antivirus support
 - Telemetry Server backups and maintenance
- **Building**
 - Standard software support
 - H.T.E
 - Looking Glass
 - Qrep
- **Permitting/Inspections**
 - Standard software support
 - H.T.E
 - Looking Glass
 - Qrep
- **Project Tracking Purchasing**
 - Purchase recommendations for each department with standardized equipment.
 - Tracking database to record purchases and tasks
- **Complaint Tracking**
 - Recorded in IT tracking database
- **Cashiering**
 - H.T.E cashiering module
 - Ithica receipt printers

Information Technology

Major Functions & Activities

- Commission Minutes Database
 - Conversion of meeting minutes into PDF format
 - Posting meeting minutes to City's website
- Document Management
 - Organization of documents and resources on file servers
 - Backup to tapes/disks of City's electronic documents
- Utility Billing
 - Support for Click2Gov web services
- Electronic Mail
 - Storage use of electronic mail database
 - Backup of all electronic mail to tape media
 - Weekly maintenance of electronic mail database
- Help Desk
 - Technical support for all City employees
 - Electronic Mail – Outlook 2000, 2002, 2003
 - Microsoft Word 2000,2002,2003 standard load on all computers
 - WordPerfect 10 on select computers throughout the City
 - Excel
 - PowerPoint
 - Access
 - JRE 1.4.2_11
 - H.T.E
 - Looking Glass
 - Cognos Impromptu – QREP
 - Network/Local printing
 - iSeries Navigator
 - Terminal printer setups/configuration for local H.T.E printing
- Internet/Intranet
 - Design and implementation of City's website
 - Design and programming of Task Tracking database
 - Design and development of City's Intranet (under development)
 - Configuration and maintenance of City's Cisco routers and firewall
- Network management - Configuration and maintenance of...
 - Exchange mail server
 - Domain controller / Global Catalog server
 - Web server
 - Active Directory
 - Group Policy Objects
 - Network Login / Logout Scripts
 - Backup system
 - DDC Climate Control System
 - Vermont Systems Golf Track

Information Technology

Major Functions & Activities

- Surveillance cameras
 - USA Software dispatch applications
 - MDT Mobile units for police department
 - SQL Server 2000
 - Cisco routers and PIX firewall security monitoring and updates
 - Watchguard Firebox monitoring and updates
 - 802.11 wifi networks
- Fuel System
 - Maintenance and support for Traks database in Public Works
 - Maintenance and support for import/export utilities for H.T.E
- Communications
 - Nextel Cell phone support and maintenance
 - Nortel office phone system support and maintenance

Goals

To recommend technology standards to all City departments.

To Execute the direction established by department heads as related to support and purchase of hardware, software, and networking equipment.

To provide the City employees proficient computer training, suitable computer hardware, sound advice and planning as to computer-related goals.

To deliver IT services efficiently and effectively by trained and courteous information service professionals. We will actively seek new opportunities to provide useful computer tools that will help employees achieve their goals.

To be identified by our dedication, professionalism, and pride in our achievements.

Objectives

To foster the development and application of information technology to improve the lives of the citizens of Miami Springs. Information Technology will accomplish its goals by providing and coordinating information technology to its customers.

Information Technology

Accomplishments 2006-2007

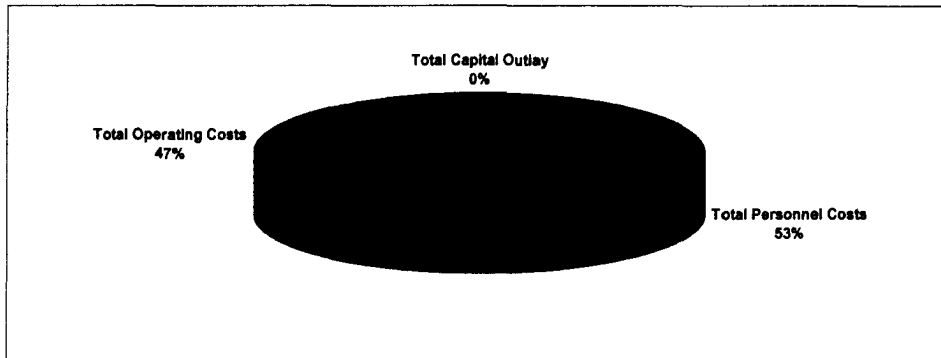
- Acquired part time help for day to day hardware/software issues
- Configured automatic scripting application for daily reports on status of servers
- Setup fail-over backup system to portable hard drive for fast backup and recovery
- Weekly delivery of backup tapes to bank deposit box
- Migration of city's website to SQL database allowing faster content updates
- Installed Secure Shell server for remote administration and file transfers
- Online garage sales database for Building & Zoning

FY 2007-08 Budget Highlights

- The FY 2007-08 budget shows no change from the FY2006-07 budget. This year's budget, however, includes the following increases which were offset with reductions in other areas:
 - Salaries include a 3.0% cost of living (COLA) increase for all general employees.
 - Health insurance costs are projected to increase by 10%.
 - Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
 - Budget includes \$20,000 under contractual services for the annual cost of a disaster recovery program with H.T.E.
-

INFORMATION TECHNOLOGY
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 82,225	\$ 94,236	\$ 100,245	\$ 106,616	36.2%	6.4%
Part Time	1,649	1,315	17,500	23,745	8.1%	100.0%
Payroll Taxes	6,190	7,059	9,007	9,059	3.1%	0.6%
Pension & Retirement	1,937	3,568	6,015	6,141	2.1%	2.1%
Health Insurance	6,596	7,766	9,567	10,554	3.6%	10.3%
Workers' Compensation	-	-	651	847		
Total Personnel Costs	\$ 98,598	\$ 113,944	\$ 142,985	\$ 156,963	53.3%	9.8%
OPERATING						
Travel and per diem	1,090	1,056	2,000	1,000	0.3%	100.0%
Contractual Services	77,497	-	-	20,000	6.8%	0.0%
Telephone/Internet	1,070	1,945	2,497	2,497	0.8%	0.0%
Repairs & Maintenance	19,428	83,535	94,153	103,041	35.0%	9.4%
Liability Insurance	-	2,052	2,641	3,859	1.3%	46.1%
Office Supplies	2,398	332	2,080	200	0.1%	-90.4%
Operating Supplies	3,117	3,598	2,678	2,750	0.9%	2.7%
Dues, Memberships & Subsc.	604	175	978	1,260	0.4%	28.8%
Training & Education	35,266	699	12,394	3,000	1.0%	-75.8%
Total Operating Costs	\$ 140,470	\$ 93,392	\$ 119,421	\$ 137,607	48.7%	15.2%
CAPITAL OUTLAY						
Machinery & Equipment	2,170	64,665	33,521	-	0.0%	-100.0%
Total Capital Outlay	\$ 2,170	\$ 64,665	\$ 33,521	\$ -	0.0%	-100.0%
DEBT SERVICE						
Principal	90,580	93,506	-	-	0.0%	0.0%
Interest	5,133	2,345	-	-	0.0%	0.0%
Total Debt Service	\$ 95,713	\$ 95,851	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 336,951	\$ 367,852	\$ 295,927	\$ 294,570	100.0%	-0.5%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Information Technology Manager	1	1	1	1	40.0%	0.0%
Purchasing/Systems Manager	0.5	0.5	0.5	0.5	20.0%	0.0%
Total of Full time employees	1.5	1.5	1.5	1.5	60.0%	0.0%
Part-time Employee						
IT Technician	0.0	0.0	1	1	40.0%	100.0%
DEPARTMENT TOTAL	1.5	1.5	2.5	2.5	100.0%	0.0%

INFORMATION TECHNOLOGY DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
Outputs					
Number of informal Help desk calls	500	643	500	909	500
Daily average of web hits	3600	3856	4000	4514	5000
Daily average of web visitors	160	262	300	482	400
Users supported	72	111	111	114	114
PC's supported	67	99	99	100	100
Servers supported	7	13	13	14	14
Efficiency					
Number of Hardware support calls	*	75	50	213	100
Number of Software support calls	*	506	500	458	400
Number of phone related support calls	*	62	60	28	30
Average user downtime during repairs in minutes	*	n/a	20	40	20
Number of trianing hours provided	*	9	100	52	100
* New measures for FY 2006-07					
Tech staff to End user ratio		74		45.6	35
Number of website related tasks				43	50
Number of Network related issues				19	20
Number of Server related issues				28	30
Number of Password issues				28	50

Building and Code Compliance Department

Mission Statement

The mission of the Building & Code Compliance Department is to ensure the safe and stable design, methods of construction, standards of workmanship and use of proper material in buildings/structures erected or altered. The department also assists residents in complying with the city code of ordinances.

Building & Code Compliance

The department is the combined functions of Building & Code Compliance.

The responsibilities of Building include receiving permit applications, plans and miscellaneous documentation for review and processing requests for building permits. Plans are reviewed for standards, provisions and requirements for safe and stable designs, methods and uses of construction, standards for workmanship and uses of materials. They are also checked for compliance with standards for building materials used in buildings and/or structures hereafter erected, constructed, enlarged, repaired, moved, or otherwise altered or demolished in accordance with the Florida Building Code, as amended from time to time.

The department is responsible for the review of properties, residential and commercial, ensuring activities are in compliance with the City's Code of Ordinances pertaining to zoning regulations.

The department, through Code Compliance, promotes, protects and improves the safety and welfare of the citizens of Miami Springs by assisting property owners and residents in complying with the City of Miami Springs Code of Ordinances.

Goals

Contact at least 1% of the number of customers who visit the Department daily to check on customer service and satisfaction.

Perform a final inspection on all permits issued and close them within 6 months of the issue date, provided that the work has been completed.

Collect appropriate fees and issue renewal Occupational Licenses for all licensed businesses in the City.

Maintain all Code Compliance cases in the appropriate status (closed or active) during the Fiscal year. and close all cases that have been completed.

Building & Code Compliance

Objectives

To constantly improve customer service by soliciting feedback from at least 1% of our customers and using that feedback as a basis for ongoing departmental improvement.

To insure that 90% of all Building Permits are processed and handled in a timely manner, thus avoiding a backlog of open permits and the possibility of work being completed without proper inspections.

Maintain 100% all business locations within the City up to date with all required Occupational Licenses. Prevent business locations from operating without a license by failing to renew their license.

To prevent a backlog of open Code Compliance Cases by staying on track for 90% of the cases with the Departmental timetable for each step in the Code Compliance process.

To plan for expanded building/permitting activity in the commercial sector. New construction along the Airport Highway Marine district is anticipated to increase dramatically over the next 12-24 months. This may mean the need for additional or outside contract inspectors and plan reviewers.

Continue to update all City Codes to meet current needs.

Continue to update fee structure to provide a self funding economic base for the Department.

2006-07 Accomplishments

- ⇒ Implemented Supervisor of Building Department position
- ⇒ Continued to reduce Departmental complaints to almost zero
- ⇒ Handled an average of 112 daily phone calls with peak days as high as 150
- ⇒ Provided service to an average of 35 front counter customers per day with peak days as high as 60
- ⇒ Issued an average of 142 permits per month (down 15% from prior year)
- ⇒ Conducted an average of 463 building inspections per month (up 34% from prior year)
- ⇒ Re-structured many Building Department procedures and implemented new procedures to insure quality, compliance with County and State requirements and proper follow up on all permitting issues
- ⇒ Accomplished a 100% turnover of all office personnel within last two years without any major disruption of service
- ⇒ Trained two new office employees in all aspects of the Admin and clerical duties of the office
- ⇒ Reduced missed calls and backlog of voice mails in the office
- ⇒ Eliminated all carry over voice mails from daily calls

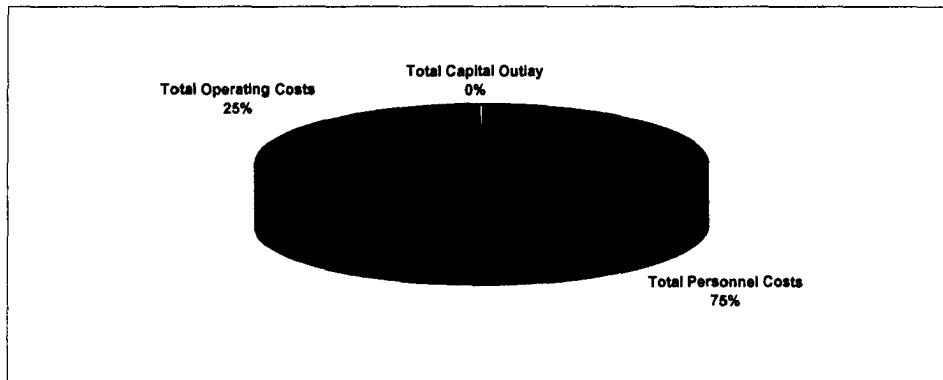
- ⇒ Recommended to City Council the implementation of a new minimum permit fee of \$75 to better align prices with those of the County and other Municipalities. Recommendation was accepted and implemented by Council (still below many other cities)
- ⇒ Re-structured Code Compliance to reduce number of officers to two with Supervisor acting as backup
- ⇒ Trained a new Code Compliance Officer in all aspects of her duties and got her to full operating capacity within two months
- ⇒ Opened an average of 186 Code Compliance cases per month (159 prior year)
- ⇒ Improved Code Compliance number of cases per month by 17% in spite of reduction of officers
- ⇒ Conducted an average of 309 initial and follow up Code Compliance inspections per month (287 prior year)
- ⇒ Improved Code Compliance number of inspections by 7.7% in spite of reduction of officers
- ⇒ Successfully prosecuted all Code Compliance cases that were brought before the Code Enforcement Board (100%)
- ⇒ Reviewed current Codes with the City Attorney and presented new Codes for consideration by Council. A number of these recommendations were accepted and new Codes adopted, or old ones revised (dog feces, swale parking, inoperable vehicles, Political signs) and a number of others are still being researched and developed
- ⇒ Reduced Departmental overtime running rate by over 39% (prior year \$4614 current projection \$2817)

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$92,653 (16.1%) increase from FY2006-07, mainly due to increased inspector costs. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
- Continued building activity within the City has required an ever increasing number of on location inspections and plan reviews (inspections up 34% year over year). This required many budget transfers over the past year to cover the cost. The current budget request includes projections to handle that ongoing expense (increase in Inspector pay in several categories).

BUILDING & CODE COMPLIANCE DEPARTMENT
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 176,737	\$ 194,734	\$ 228,774	\$ 242,424	36.4%	6.0%
Part Time Year Round	33,094	110,036	105,000	154,779	23.2%	47.4%
Overtime	903	4,614	5,000	2,500	0.4%	-50.0%
Payroll Taxes	15,652	23,197	25,916	30,577	4.6%	18.0%
Pension & Retirement	4,291	7,137	12,420	28,641	4.3%	130.6%
Health Insurance	21,242	20,147	25,664	26,383	4.0%	2.8%
Workers' Compensation	12,036	20,700	15,876	16,172	2.4%	1.9%
Total Personnel Costs	\$ 263,954	\$ 380,565	\$ 418,650	\$ 501,476	75.2%	19.8%
OPERATING						
Professional Services	-	-	-	-	0.0%	0.0%
Contractual Services	104,922	101,351	95,804	115,935	17.4%	21.0%
Travel & Related Costs	420	1,800	1,575	1,400	0.2%	-11.1%
Courier, UPS, Fedex-Overnight	2,480	-	-	-	0.0%	0.0%
Utility Services	-	-	-	-	0.0%	0.0%
Uniforms	-	50	2,446	1,500	0.2%	-38.7%
Rentals & Lease	1,542	1,843	2,033	2,000	0.3%	-1.6%
Printing & Binding	833	787	1,025	1,300	0.2%	26.8%
Postage	2,009	2,507	1,954	2,692	0.4%	37.8%
Office Supplies	2,678	2,411	4,273	4,700	0.7%	10.0%
Operating Supplies	8,421	2,366	2,029	2,000	0.3%	-1.4%
Dues, Memberships & Subsc.	-	40	868	600	0.1%	-30.9%
Training & Education	255	110	1,680	1,600	0.2%	-4.8%
Liability Insurance	9,936	10,260	12,876	15,102	2.3%	17.3%
Fleet Maintenance	4,703	9,042	9,713	6,060	0.9%	-37.6%
Telephone/Internet	7,494	8,394	9,358	9,331	1.4%	-0.3%
Total Operating Costs	\$ 145,692	\$ 140,981	\$ 145,634	\$ 164,220	24.8%	12.8%
CAPITAL OUTLAY						
Machinery & Equipment	1,398	6,768	12,621	1,000	0.1%	-92.1%
Total Capital Outlay	\$ 1,398	\$ 6,768	\$ 12,621	\$ 1,000	0.1%	-92.1%
TOTAL EXPENSES	\$ 411,044	\$ 528,294	\$ 576,905	\$ 666,696	100.0%	15.6%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Building Specialist I,II,III	2	2	2	3	300.0%	50.0%
Clerical Assistant	0	0	1	0	0.0%	0.0%
Code Compliance Officers	3	3	2	2	200.0%	0.0%
Building/Office Manager	0	0	1	1	100.0%	100.0%
Total Full Time Employees	5.0	5.0	6.0	6.0	600.0%	0.0%
Part-time Employees						
Building Official	1.0	1.0	1.0	1.0	100.0%	0.0%
Total Part-Time Employees	1.0	1.0	1.0	1.0	14.3%	0.0%
DEPARTMENT TOTAL	6.0	6.0	7.0	7.0	14.3%	0.0%

BUILDING AND CODE COMPLIANCE PERFORMANCE MEASURES

Indicator	2005-2006 Goal*	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
Outputs					
All Occupational Licenses will be paid and issued by	1/31/2006	1/31/2006	1/31/2006	7/1/2007	7/1/2008
Customer Effectiveness					
Reduce # of Departmental Complaints	Yes	Yes	Yes	Yes	Yes
% of all counter customers that will be polled as to satisfaction with services.	10%	1%	1% per week	0.50%	1%
Efficiency					
All permits will receive a final inspection and be closed within 6 months of being issued if work is completed.	Yes	No	Yes	No	Yes
All open inspections to be closed out at month-end	N/A	N/A	Yes	No	Yes
All inspections will be performed on day scheduled	Yes	No	Yes	No	Yes
Close all Code Compliance Cases within thirty days of opening	n/a	n/a	n/a	n/a	Yes
Do complete circuit of City for Code violations at least quarterly	n/a	n/a	n/a	n/a	Yes

Public Services Department

Mission Statement

Our mission here at Public Works is to maintain City infrastructure and provide the residents with the most professional, courteous and efficient service available while maintaining a cost effective and environmentally sound operation.

Public Services - Administration Division

The Administrative Division is responsible for the management of all divisions of the Department and compliance with regulatory mandates. This includes strategic planning for the maintenance of all infrastructure, utilities, and services within the City. The Administration also provides supervision, training, guidance, and support for all of the employees within the remaining eight divisions of the department.

Goals

Provide a quick and informative response to residents inquiries to ensure customer satisfaction.

Maintain a system of proper planning, scheduling, inventory control, training, and cost accounting for all divisions of the department.

Improve the skill level of Administrative staff and support staff.

Objectives

To train supervisory and clerical staff in the optimal use of HTE to facilitate in the planning and scheduling of labor and materials in the most efficient and effective manner.

To enter into the accounting system all inventory expended and labor hours accrued in order to produce accurate and timely cost accounting reports.

To introduce new technology and methods into the daily operations of this Division, through education and proper training.

To strengthen time management practices and project management skills through OJT and group sessions.

Train personnel to coordinate projects and routine tasks with a planned maintenance system.

2006-07 Accomplishments

- Processed 1,204 utility locations tickets
- Reviewed and assisted in 193 permit applications
- Answered over 1568 incoming telephone calls
- Opened 6805 work orders and completed 6507
- Training of Procurement / Reports Supervisor in Excel III
- Opened 1503 Fleet job orders and completed 1408

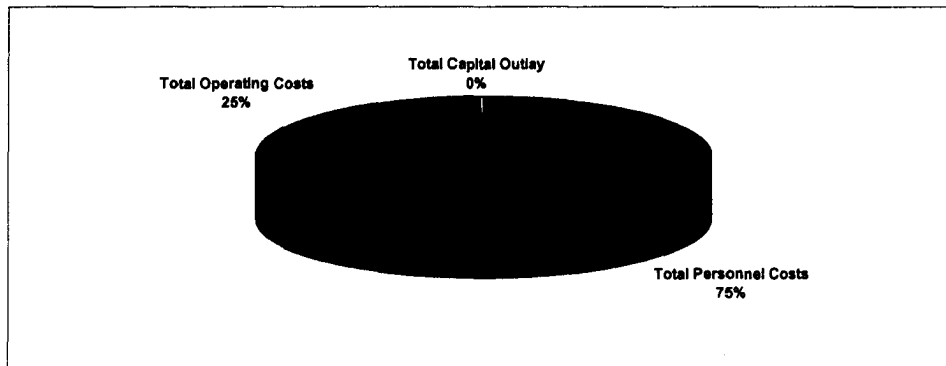
Public Services - Administration Division

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports an \$11,040 (2%) decrease from FY2006-07, mainly due to payroll reductions. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

PUBLIC SERVICES DEPARTMENT
Administration Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 230,520	\$ 312,206	\$ 327,651	\$ 265,928	53.1%	-18.8%
Part Time Year Round	1,695	-	2,100	-	0.0%	-100.0%
Overtime	683	4,933	6,263	3,000	0.6%	-52.1%
Payroll Taxes	21,583	26,890	25,705	20,573	4.1%	-20.0%
Pension & Retirement	7,604	13,145	15,536	16,957	3.4%	9.1%
Health Insurance	18,073	22,048	30,133	28,555	5.7%	-5.2%
Workers' Compensation	19,918	36,573	50,729	39,517	7.9%	-22.1%
Total Personnel Costs	\$ 300,076	\$ 415,795	\$ 458,117	\$ 374,530	74.7%	-18.2%
OPERATING						
Professional Services	\$ -	\$ -	\$ 500	\$ 300	0.1%	-40.0%
Travel & Related Costs	7,091	6,434	7,560	7,500	1.5%	-0.8%
Courier, UPS, Fedex	-	1,613	210	100	0.0%	-52.4%
Utility Services	16,880	14,514	22,640	21,475	4.3%	-5.1%
Repairs & Maintenance	210	444	500	600	0.1%	20.0%
Rentals & Lease	1,906	4,779	2,678	3,500	0.7%	30.7%
Printing & Binding	86	2,249	500	500	0.1%	0.0%
Postage	1,181	87	1,613	1,614	0.3%	0.1%
Office Supplies	2,492	4,081	3,489	3,000	0.6%	-14.0%
Operating Supplies	4,741	2,916	3,852	6,000	1.2%	55.8%
Fuels, Oils, Lubricants	2,524	89	3,300	3,000	0.6%	-9.1%
Dues, Memberships & Subsc.	1,524	2,981	1,200	1,000	0.2%	-16.7%
Training & Education	2,000	-	4,000	2,500	0.5%	-37.5%
Liability Insurance	40,212	248	48,976	56,167	11.2%	14.7%
Fleet Maintenance	5,381	47,234	6,475	8,000	1.6%	23.6%
Telephone/Internet	8,123	13,446	8,206	10,197	2.0%	24.3%
Total Operating Costs	\$ 94,350	\$ 107,697	\$ 115,699	\$ 125,453	25.0%	8.4%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	3,000	-	0.0%	-100.0%
Machinery & Equipment	30,001	10,040	1,840	1,200	0.2%	-34.8%
Total Capital Outlay	\$ 30,001	\$ 10,040	\$ 4,840	\$ 1,200	0.2%	-75.2%
TOTAL EXPENSES	\$ 424,427	\$ 533,532	\$ 578,656	\$ 501,183	100.0%	-13.4%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Public Works Director	1	1	1	1	18.2%	0.0%
Assistant Public Works Director	1	1	1	0	0.0%	-100.0%
Administrative Assistant I & II	3	3	2	2	36.4%	0.0%
Operations Supervisor	0	0	0.5	0.5	9.1%	0.0%
Procurement and Reports Supervisor	0	0	1	1	18.2%	100.0%
Matl Mgt Clerk	1	1	1	1	18.2%	0.0%
DIVISION TOTAL	6	6	6.5	5.5	100.0%	-15.4%

PUBLIC WORKS-ADMINISTRATION PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
Regulatory mandates and permits in compliance					
Regulatory mandates and permits in compliance	100%	100%	100%	100%	100%
Accurately maintain labor hours & expenditure accounts					
Accurately maintain labor hours & expenditure accounts				-----	100%
Increase management skills training hours by					
Increase management skills training hours by	50%	100%	50%	100%	100%
Increase planned maintenance projects by					
Increase planned maintenance projects by	20%	100%	-----	-----	-----

Public Services – Streets/Sidewalks Division

The Streets Division's function is to maintain and repair all city streets, streetlights, bike paths, alleys, and sidewalks. This division also maintains the monuments, city seals, and traffic and street signs that are not maintained by Miami-Dade County Public Works Department. Projects undertaken by this Division are supplemented with Local Option Gas Tax and CITT/Peoples Transportation Tax funds.

Goals

Replace and repair street signage city wide. Ensure all city sidewalks are safe for pedestrian traffic.

Restore the alleys and alley approaches citywide.

Continue to upgrade and repair the streetlight infrastructure.
Maintain the rights-of-way.

Objectives

Systematically inspect sidewalks throughout the city and coordinate with the contractor for replacement. Include root barrier in the installation when needed.

Prioritize the alleys in need of leveling and execute the grading and rocking.

Continue with the asphalt paving of the alley entranceways.

Schedule the contractor to complete the replacement of 9 remaining old steel poles with aluminum poles.

Continue with the repair and replacement of underground wiring

Continue to work with Miami-Dade County Public Works to replace street name signs and traffic signs.

Repaint pavement markings.

2006-07 Accomplishments

- Restored 1,852 linear feet of sidewalk
- Replaced 4 sidewalks with new concrete mixer
- Assisted with the resurfacing and re-stripping of Senior, Police and Fire Parking lot
- Replaced 90 signs city-wide.
- Began repair of abandoned wood water line on DeLeon Drive
- Installed 20.24 tons of cold patch for potholes, drop-offs and road repairs
- Filled approximately 505 holes in the alleys, city-wide

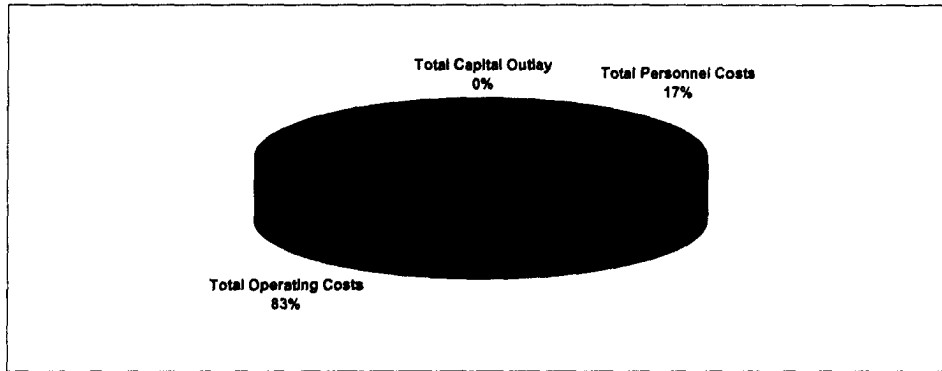
Public Services – Streets/Sidewalks Division

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$125,735 (22.4%) decrease from FY2006-07, mainly due to expenditure reductions in contractual services. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered

PUBLIC SERVICES DEPARTMENT
Streets & Sidewalks Division - Expenditure Detail

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
PERSONNEL						
Salaries	\$ 62,522	\$ 51,813	\$ 48,230	\$ 58,011	13.4%	20.3%
Part Time Year Around	3,990	-	-	-	0.0%	0.0%
Overtime	1,976	1,163	2,000	2,000	0.5%	0.0%
Payroll Taxes	5,274	3,969	3,843	4,591	1.1%	19.5%
Pension & Retirement	844	1,440	2,894	3,341	0.8%	15.5%
Health Insurance	7,956	4,389	4,003	4,057	0.9%	1.3%
Workers' Compensation	8,652	15,724	729	377	0.1%	-48.3%
Total Personnel Costs	\$ 91,215	\$ 78,498	\$ 61,699	\$ 72,377	16.7%	17.3%
OPERATING						
Professional Services	-	-	11,500	-	0.0%	-100.0%
Contractual services	-	141,328	150,000	20,000	4.6%	-86.7%
Utility Services	141,577	157,674	154,362	167,413	38.6%	8.5%
Repairs & Maintenance	-	540	60,000	148,500	34.2%	100.0%
Rentals & Leases	687	155	2,000	1,000	0.2%	-50.0%
Operating Supplies	12,671	21,175	18,761	15,000	3.5%	-20.0%
Training & Education	1,041	-	1,000	-	0.0%	-100.0%
Liability Insurance	1,356	-	2,960	1,717	0.4%	-42.0%
Fuels, Oils, Lubricants	4,234	2,207	6,485	4,000	0.9%	-38.3%
Fleet Maintenance	6,262	4,573	8,000	4,000	0.9%	-50.0%
Telephone	-	-	780	-	0.0%	-100.0%
Total Operating Costs	\$ 187,828	\$ 327,652	\$ 416,848	\$ 381,630	83.3%	-13.0%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	45,573	82,500	-	0.0%	100.0%
Machinery & Equipment	-	4,200	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ 49,773	\$ 82,500	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 258,043	\$ 456,923	\$ 560,047	\$ 434,007	100.0%	-22.5%



Personnel Summary

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
Operations Supervisor	-	-	-	-	0.0%	100.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Total Full Time Employees	2	2	2	2	100.0%	100.0%
<i>Part-time Employees</i>						
Sidewalk Project Manager	1	1	-	-	0.0%	0.0%
DIVISION TOTAL	3	3	2	2	100.0%	0.0%

PUBLIC WORKS-STREETS/SIDEWALKS PERFORMANCE MEASURES

Indicator	2005-2006	2005-2006	2006-07	2006-07	2007-08
	Goal	Actual	Goal	Actual	Goal
<u>Outputs</u>					
Lineal feet of underground streetlight wire replaced	15,000	3590	5000	4280	5000
Square footage of sidewalk replaced	6,000	901.18	3000	1852	3000
Replace remaining old steel poles	100%	100%	-----	-----	-----
Reduce the amount of streetlights out	-----	-----	-----	-----	25%

Public Services – Public Properties

The Public Properties Division has the function of maintaining all city owned green space. This includes landscapes, greenways, right-of-ways, and litter control. The Division is also responsible for tree planting and tree maintenance. Street tree maintenance projects undertaken by this Division are supplemented with Local Option Gas Tax funds.

Goals

Continue education of tree trimmers in proper trimming techniques and safety practices.

Properly prune and thin hurricane damaged trees.

Ensure that the City retains its National Arbor Society's Tree City USA and Growth Award status.

Maintain a properly pruned and lifted street tree canopy.

Maintain plant material throughout the city.

Objectives

Use a professional training plan for proper tree trimming and implement safety techniques and proper equipment use for personnel.

Work with outside agencies, such as DERM, on the annual Adopt-a-Tree Program.

Provide assistance to residents in maintaining the tree canopy and administering the tree protection ordinance.

Continue with the Annual Street Tree Planting Program.

Access the tree trimming contract for removal of hazardous trees.

2006-07 Accomplishments

- Removed 596 hazardous trees
- Removed 37 Black Olive trees, 17 of which were removed by our tree crews, saving the city \$10,000
- Planted 11,000 impatiens plants around the Circle and along Curtiss Pkwy and 2,000 additional plants at Pinecrest Drive, South Drive and De Soto Drive.
- 48 alleys trimmed for overgrown vegetation and 190 individual residents.
- Tree City USA & Growth Awards – 12th year
- 83 newly planted trees, city-wide, partially funded by a grant from the Division of Forestry

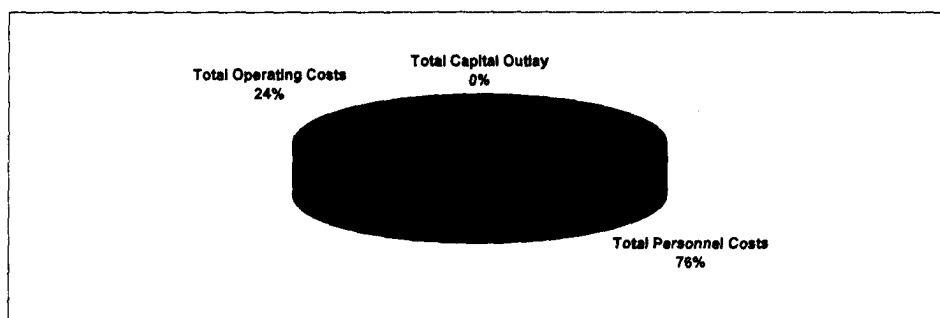
Public Services – Public Properties

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$39,790 (4.5%) decrease from FY2006-07. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

PUBLIC SERVICES DEPARTMENT
Public Properties Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 320,829	\$ 368,423	\$ 425,368	\$ 403,722	47.8%	-5.1%
Part Time Year Round	21,997	22,933	30,000	41,600	4.9%	38.7%
Overtime	4,667	14,868	18,000	10,000	1.2%	-44.4%
Payroll Taxes	27,071	30,773	36,213	34,832	4.1%	-3.8%
Pension & Retirement	7,489	11,860	22,885	21,966	2.6%	-4.0%
Health Insurance	39,428	42,717	60,920	64,203	7.6%	5.4%
Workers' Compensation	41,476	73,411	67,098	66,425	7.9%	-1.0%
Total Personnel Costs	\$462,957	\$562,985	\$660,484	\$642,748	76.0%	-2.7%
OPERATING						
Professional Services	415	1,419	1,500	-	0.0%	-100.0%
Contractual Services	15,792	6,547	8,000	8,000	0.9%	0.0%
Utility Services	37,773	76,678	70,399	63,087	7.5%	-10.4%
UPS/FEDEX	-	-	200	100	0.0%	-50.0%
Repairs & Maintenance	-	450	2,000	500	0.1%	-75.0%
Rentals & Lease	1,371	-	1,500	1,500	0.2%	0.0%
Fuels, Oils, Lubricants	10,005	12,533	12,707	15,000	1.8%	18.0%
Operating Supplies	68,191	67,171	78,408	60,000	7.1%	-23.5%
Training & Education	1,776	128	2,500	500	0.1%	-80.0%
Liability Insurance	8,508	10,680	11,446	13,183	1.6%	15.2%
Fleet Maintenance	33,111	65,152	42,000	40,000	4.7%	-4.8%
Telephone/Internet	457	573	207	780	0.1%	276.8%
Total Operating Costs	\$ 177,399	\$ 241,331	\$ 230,867	\$ 202,650	24.0%	-12.2%
CAPITAL OUTLAY						
Machinery & Equipment	4,100	6,618	-	-	0.0%	100.0%
Total Capital Outlay	\$ 4,100	\$ 6,618	\$ -	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 644,456	\$ 810,934	\$ 891,351	\$ 845,398	100.0%	-5.2%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Parks Maint. Foreman/Arborist	1	1	1	0.5	2.7%	-50.0%
Equipment Operator	1	1	1	1	5.4%	0.0%
Maintenance Worker I	8	8	7	8	43.2%	14.3%
Maint. Worker Crew Leader	0	0	1	1	5.4%	0.0%
Tree Trimmer	3	3	3	3	16.2%	0.0%
Total Full Time Employees	13	13	13	13.5	73.0%	3.8%
Part-time Employees						
Maintenance Workers I	5	5	5	5	27.0%	0.0%
Total Part-time employees	5	5	5	5	27.0%	0.0%
DIVISION TOTAL	18	18	18	18.5	100.0%	2.8%

PUBLIC PROPERTIES DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
<u>Outputs</u>					
Remove hazardous trees (Australian Pines)	8	100%	-----	596	100%
Complete the street tree inventory	100%	100%	-----	100%	-----
Maintain the street tree inventory	-----	-----	100%	100%	100%
Properly prune and thin trees (city-wide)	-----	-----	50%	100%	100%
<u>Effectiveness</u>					
Increase training hours by	25%	Yes	25%	100%	100%
<u>Efficiency</u>					
Reduce cost per plant installed	10%	Yes	-----	53%	10%

Public Services - Building Maintenance

The Building Maintenance Division is responsible for the maintenance of all buildings, monuments, and park benches owned by the city. Other functions include general carpentry repairs, painting, minor alterations, and minor electrical repairs.

Goals

Develop a maintenance schedule for all municipal buildings, City Hall, Golf Course, Senior and Recreation Centers. Thus, taking a proactive approach to building maintenance.

Objectives

Create an efficient and safe working environment for city employees.

Encourage employees to participate in the "Turn It Off" program.

2006-07 Accomplishments

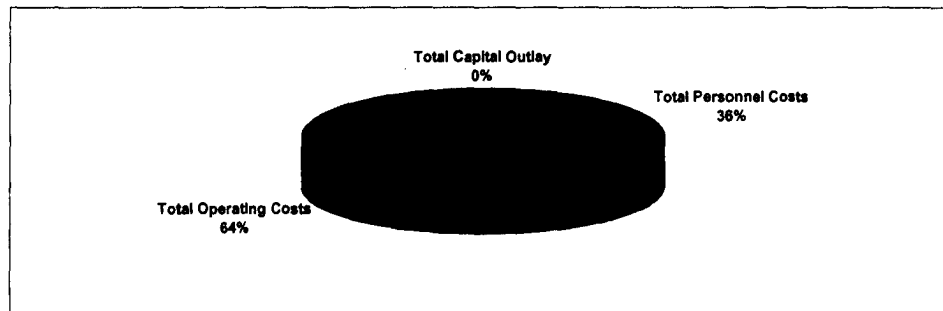
- Installed 6 pressure assisted toilets at the Senior Center
- Installed a 12' x 20" storage shed at the Golf Course
- Replaced all the plywood shutters with metal shutters at the Golf Course and Country Club
- Assisted with the renovations to the Tot Lot
- Remodeled and relocated the new Gym at the Recreation Department
- Continued maintenance of the Dog Park

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports an \$83,859 (26%) decrease from FY2006-07 due to reductions in capital improvements from last year. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
- \$19,000 for the replacement of ceiling tiles at the Senior Center.

PUBLIC SERVICES DEPARTMENT
Building Maintenance Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 48,678	\$ 33,282	\$ 56,081	\$ 61,645	28.5%	9.9%
Overtime	653	547	600	-	0.0%	100.0%
Payroll Taxes	3,788	2,588	4,336	4,093	1.9%	-5.6%
Pension & Retirement	1,125	1,243	3,365	3,551	1.6%	5.5%
Health Insurance	4,634	3,217	7,734	8,501	3.9%	9.9%
Workers' Compensation	3,804	8,874	390	401	0.2%	2.7%
Total Personnel Costs	\$ 62,682	\$ 49,751	\$ 72,506	\$ 78,190	36.1%	7.8%
OPERATING						
Contractual Services	67,537	76,343	65,800	70,000	32.3%	6.4%
Utility Services	394	865	-	-	0.0%	0.0%
Repairs & Maintenance	26,041	27,895	33,990	38,500	17.8%	13.3%
Rentals & Lease	-	242	500	500	0.2%	0.0%
Fuels, Oils, Lubricants	822	1,028	2,228	1,000	0.5%	-55.1%
Operating Supplies	14,447	17,766	19,888	25,000	11.6%	25.7%
Liability Insurance	1,212	-	1,583	1,825	0.8%	15.3%
Fleet Maintenance	741	827	2,000	1,000	0.5%	-50.0%
Telephone/Internet	29	63	11	423	0.2%	3745.5%
Total Operating Costs	\$ 111,222	\$ 125,029	\$ 126,000	\$ 138,248	63.9%	9.7%
CAPITAL OUTLAY						
Improvements Other than Bldg	28,676	237,108	106,115	-	0.0%	-100.0%
Machinery & Equipment	-	-	15,000	-	0.0%	0.0%
Total Capital Outlay	\$ 28,676	\$ 237,108	\$ 121,115	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 202,581	\$ 411,888	\$ 319,621	\$ 216,438	100.0%	-32.3%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Building Maintenance Specialist	1	1	1	1	50.0%	0.0%
Maintenance Worker I	-	-	1	1	50.0%	0.0%
DIVISION TOTAL	1	1	2	2	100.0%	0.0%

BUILDING MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
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Outputs

Completion of City Hall Air Conditioning Project	Yes	100%	-----	-----	-----
Reduce energy and utility costs by	15%	-----	15%	-----	15%
Regular Maintenance of Irrigation system (City-wide)	-----	-----	100%	100%	100%
Regular Maintenance of Bathrooms (City-wide)	-----	-----	100%	100%	100%

Public Services - Fleet Maintenance

The Fleet Maintenance Division is responsible for the maintenance of all city-owned vehicles, generators, and motorized equipment. Maintenance records are properly maintained on all equipment repaired or replaced. The Division is responsible to ensure that warranty work for new vehicles, which is provided by the dealer, is performed on a regular basis.

Goals

Provide excellent service and timely repairs to the city's vehicles and equipment to ensure fleet availability.

Improve the skill level of the Fleet Maintenance personnel.

Objectives

Reduce vehicle down time.

Maintain fleet parts and tire inventory at an optimal level.

Complete 98% of preventive maintenance inspections by the scheduled due date.

To improve time management practices.

Encourage the use of new technology and methods into the daily operations of this Division.

2006-07 Accomplishments

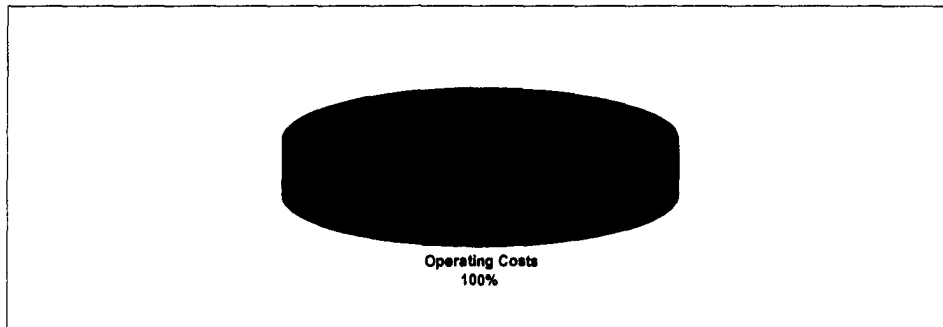
- Reduced repair costs by increased preventative maintenance of all city equipment
- Decreased service failures in sanitation thus ensuring prompt service to residents

FY 2007-08 Budget Highlights

- Fleet maintenance is budgeted under contractual services due to the outsourcing of this function to an outside company for FY 2007-08. Additionally, the personnel assigned to this division have been transferred to other vacant positions, this has resulted in the elimination of 3 positions.

PUBLIC SERVICES DEPARTMENT
Fleet Maintenance Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 45,138	\$ 4,254	\$ -	\$ -	0.0%	0.0%
Overtime	4,101	-	-	-	0.0%	0.0%
Payroll Taxes	10,921	133	-	-	0.0%	0.0%
Pension & Retirement	2,236	61	-	-	0.0%	0.0%
Health Insurance	15,752	576	-	-	0.0%	0.0%
Workers' Compensation	1,184	328	-	-	0.0%	0.0%
Total Personnel Costs	\$ 79,332	\$ 5,352	\$ -	\$ -	0.0%	0.0%
OPERATING						
Contractual Services	9,930	-	10,000	2,000	10.0%	-80.0%
Education and Training	-	-	-	-	0.0%	0.0%
Repairs & Maintenance	-	-	-	-	0.0%	0.0%
Fuels, Oils, Lubricants	1,188	24,755	1,407	1,500	7.5%	6.6%
Operating Supplies	31,041	3,712	18,869	15,000	74.8%	-20.5%
Liability Insurance	468	1,644	-	-	0.0%	0.0%
Fleet Maintenance	406	838	1,000	1,500	7.5%	50.0%
Telephone/Internet	361	290	383	63	0.3%	-83.6%
Total Operating Costs	\$ 43,395	\$ 31,239	\$ 31,659	\$ 20,063	100.0%	-36.6%
CAPITAL OUTLAY						
Machinery & Equipment	39,777	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ 39,777	\$ -	\$ -	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 162,503	\$ 36,591	\$ 31,659	\$ 20,063	100.0%	-36.6%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Auto Mechanic Foreman	1	0	0	0	0.0%	0.0%
Auto Mechanic	2	0	0	0	0.0%	0.0%
Auto Service Worker	1	0	0	0	0.0%	0.0%
DIVISION TOTAL	4	0	0	0	0.0%	0.0%

FLEET MAINTENANCE DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
<u>Outputs</u>					
PM's completed within 3 days of due date	90%	75%	90%	85%	90%
Percentage to increase inhouse repairs	15%	10%	25%	25%	50%
Percentage to decrease contracted repairs	15%	100%	25%	25%	50%
<u>Effectiveness</u>					
Reduce number of vehicles for repeat repairs by	50%	100%	75%	100%	50%
Increase number of skill training hours by	50%	outsourced	N/A	N/A	-----

Parks and Recreation Department

Mission Statement

The City of Miami Springs Parks and Recreation Department will enrich the quality of life for the people of Miami Springs by providing significant recreational opportunities in exemplary parks and recreation environments.

Parks and Recreation - Administration

The Parks and Recreation Department serves as a community resource for all of the sports and recreational activities in the City, including cooperative relationships with all local youth sports groups. The Parks and Recreation Department is now divided into five major divisions – Administration, Aquatics, Parks Maintenance, Programming and Sports. All divisions, lead by the Administrative Division, are responsible for coordinating internally with each other as well as externally with the residents, volunteers and volunteer organizations.

The **Administration Division** is responsible for overall operation of the Parks & Recreation Department and ensuring it is responsive to the needs of the residents.

The **Aquatics Division** is responsible for operating the pool and all related water sports activities.

The **Parks Maintenance Division** is responsible for the condition of all recreational fields and parks.

The **Programming Division** is responsible for all non-sports activities including after-school and summer camp programming, and special City events such as Christmas, July 4th, etc.

The **Sports Division** is responsible for all indoor and outdoor sporting activities.

Goals

To provide opportunities for residents to improve their social, mental and physical well-being through participation in a variety of recreational activities.

Objectives

- Conduct cooperative youth and adult sports programs including but not limited to soccer, basketball, baseball, football (tackle) and flag football.
- Provide additional “non-athletic” youth programs and increase participation in the Teen Program at the Recreation Center.
- Promote regular Family oriented activities.
- Increase event advertising through local signage, newspapers, flyers, tri-fold publications, direct mailings, Channel 77
- Have monthly meetings with outside local organizations that co-sponsor athletic programs through the recreation department.
- Introduce 3 new sporting events
- Introduce 3 new family events
- Initiate a Recreation Facility renovation and/or new construction fund raiser

Objectives (continued)

- Investigate possibility of reviving Cinco de mayo street party (Canal Street?)
- Increase to 13 (from 7) the number of event advertising locations
- Retain and build on the successes of FY'06-07

2006-07 Accomplishments

Major organizational changes implemented including fulltime, part-time and temporary personnel changes

Halloween Carnival significantly upgraded this year

Full field irrigation system installed at Stafford Park

Volunteer Encouragement Program implemented including recognition by:
Council of the Optimists contribution to the City since their inception in 1947
Beginning and end of season parties for football, baseball and basketball
Coach trophies for Basketball coaches
Volunteer Appreciation party

Recreation Dept. Soccer & Football registration and coordination effort significantly increased

Last minute hosting of 53 Little League World Series games at the request of Doral

Purchased of a new 65 passenger bus and a 15 passenger van

Thor Guard Lightning Predictor and Warning system installed on all City parks and pool facilities

New Fitness Room opened for the residents

New roof installed on the gym

Notably successful special events include:
Easter egg hunt with major upgrading
New cheerleading squad participation in 4 major non-City events plus City football games
Christmas in the Gazebo changes well received
End of summer family luau at the pool
July 4th Parade, post-parade activities, pre-fireworks activities and fireworks
Daddy-Daughter dinner/dance was a big hit due to enhanced venue

Major changes in the summer camp program including upgrading of summer camp leaders hiring requirements and training were very successful

New Recreation Safety & Security Committee's (Rec., HR, PW, CPO) active involvement resulted in major beneficial changes

2006-07 Accomplishments (continued)

Implemented new experimental Guard Start summer camp leadership program (to be implemented in the summer camp program next summer)

All Recreation Staff involvement in the July 4th parade

Dodge ball introduced with great success

Extended the gym hours by opening Sunday afternoons 1-5 PM

Shade system installed in the Prince Field Tot Lot

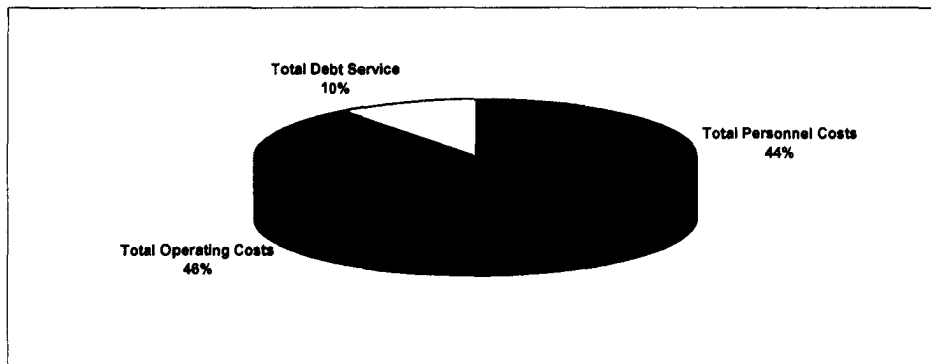
Initiated our new Parks & Recreation website at <http://www.miamisprings-fl.gov/rec/>

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$447,711 (34.1%) decrease from FY2006-07, mainly due to significant capital improvements budgeted last year and not included in the FY2008 budget.. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
- Budget provides \$20,000 for a new WiFi security system, \$4,000 for new batting cages, \$65,000 for dugout covers, and \$10,000 for five outdoor drinking fountains. In addition, \$18,000 was budgeted under repairs and maintenance-buildings for the termite tenting of the annex.

RECREATION DEPARTMENT
Administration Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 148,320	\$ 165,455	\$ 216,929	\$ 142,579	17.2%	-34.3%
Part Time Year Round	49,612	49,695	65,000	60,000	7.3%	-7.7%
Overtime	317	4,787	4,000	8,000	1.0%	100.0%
Seasonal Emp	53,672	68,416	50,000	65,000	7.9%	30.0%
Payroll Taxes	18,864	21,805	28,243	21,082	2.5%	-25.4%
Pension & Retirement	3,882	5,997	13,259	8,701	1.1%	-34.4%
Health Insurance	14,837	14,633	24,397	15,475	1.9%	-36.6%
Workers' Compensation	1,812	3,035	1,883	2,356	0.3%	25.1%
Total Personnel Costs	\$ 291,318	\$ 333,823	\$ 403,711	\$ 323,193	39.1%	-19.9%
OPERATING						
Professional Services	190	1,451	1,500	1,500	0.2%	0.0%
Contractual Services	34,051	31,581	55,219	35,000	4.2%	-36.6%
Officials/Referees	-	21,356	43,120	45,000	5.4%	4.4%
Travel & Related Costs	1,158	3,649	3,600	3,600	0.4%	0.0%
Vending machines	-	4,478	3,500	9,000	1.1%	157.1%
Utility Services	25,383	39,688	38,000	46,713	5.6%	22.9%
Repairs & Maintenance	16,165	13,128	17,776	35,776	4.3%	101.3%
Rentals & Lease	927	1,596	5,073	5,073	0.6%	0.0%
Printing & Binding	50	-	1,000	1,000	0.1%	0.0%
Promotions & recreational activities	17,058	15,765	30,000	32,400	3.9%	8.0%
Uniforms	1,031	1,274	2,000	2,000	0.2%	0.0%
Office Supplies	1,630	948	2,756	2,756	0.3%	0.0%
Operating Supplies	37,872	43,263	40,209	40,209	4.9%	0.0%
Postage	210	236	220	266	0.0%	20.9%
Uniforms-Basketball/Football	4,891	4,682	5,000	6,653	0.8%	33.1%
Dues, Memberships & Subsc.	490	625	1,000	1,000	0.1%	0.0%
Pelican Playhouse Costs	20,805	1,775	2,500	2,500	0.3%	0.0%
Training & Education	159	45	500	1,500	0.2%	200.0%
Liability Insurance	22,824	27,192	45,738	34,545	4.2%	-24.5%
Fleet Maintenance	12,157	10,052	12,000	8,415	1.0%	-29.9%
Fuels, Oils, Lubricants	4,702	4,591	5,704	5,704	0.7%	0.0%
Telephone/Internet	12,632	9,564	9,200	9,141	1.1%	-0.6%
Total Operating Costs	\$ 214,385	\$ 236,939	\$ 325,615	\$ 329,751	39.9%	1.3%
CAPITAL OUTLAY						
Improvements Other than Bldg	4,152	23,857	378,193	-	0.0%	-100.0%
Machinery & Equipment	33,380	16,596	160,413	99,000	12.0%	-38.3%
Total Capital Outlay	\$ 37,532	\$ 40,453	\$ 538,606	\$ 99,000	12.0%	-81.6%
DEBT SERVICE						
Principal	-	8,988	37,102	67,048	8.1%	80.7%
Interest	-	2,157	7,476	8,100	1.0%	8.3%
Total Debt Service	\$ -	\$ 11,145	\$ 44,578	\$ 75,148	9.1%	68.6%
TOTAL EXPENSES	\$ 543,232	\$ 622,360	\$ 1,312,510	\$ 827,090	90.9%	-37.0%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Parks & Recreation Director	1	1	1	0	0.0%	-100.0%
Recreation Coordinator	1	1	1	1	2.3%	0.0%
Program Supervisor	0	0	0	1	2.3%	0.0%
Administrative Assistant III	1	1	1	0	0.0%	-100.0%
Sports Supervisor	0	1	1	1	2.3%	0.0%
Recreation Specialist	0.5	0	0	0	0.0%	0.0%
Recreation Specialist	0.5	0	0	0	0.0%	0.0%
Total of Full-Time Employees	4	4	4	3	7.0%	-25.0%
Part time Employees						
Recreation Leader (seasonal)	24	25	25	24	55.8%	-4.0%
Recreation Leader (year-round)	15	15	15	16	37.2%	6.7%
Bus Driver	1	0	0	0	0.0%	0.0%
Total of Part time employees	40	40	40	40	93.0%	0.0%
DIVISION TOTAL	44	44	44	43	100.0%	-2.3%

Recreation - Pool

The **Aquatics Division** operates and maintains the Miami Springs Municipal Pool, a 50-meter, 349,000-gallon pool staffed by American Red Cross certified lifeguards and instructors and supervised by a State-Licensed Swimming Pool Operator. The pool is open year-round, and serves as the home for the Miami Springs High School Swim and Water Polo Teams.

Goals

Increase pool usage by a minimum of 10% over 2005-06 attendance levels.

Improve part-time staff retention rate.

Objectives

Increase marketing efforts to Miami-Dade County high school swim teams for additional swim meets.

Offer additional family-oriented activities during "open swim" sessions.

Offer starting wages that are competitive with other area municipalities.

2006-07 Accomplishments

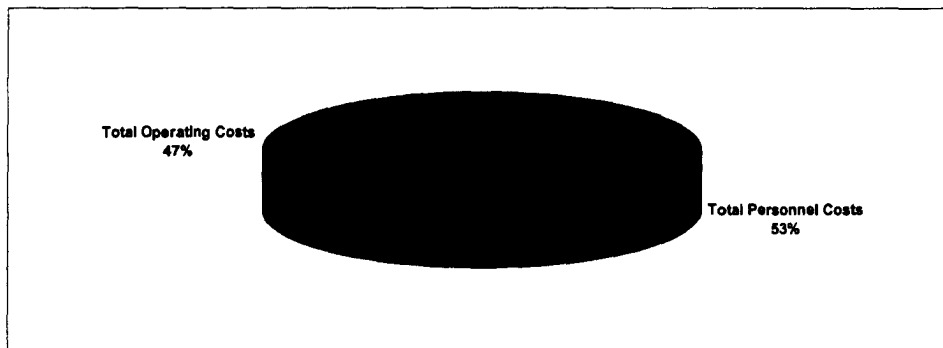
- Hosted a Water Polo Camp
- Special Needs programs expanded even further with swim lessons for children with autism
- Five lifeguards qualified in first ever state certification for swimming lessons for children with autism
- Hosted the Junior Orange Bowl swim meet
- Extended the pool operating hours to 9 PM

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$41,721 (13.8%) decrease from FY2006-07, mainly due to significant capital improvements budgeted last year and not included in the FY2008 budget.. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

RECREATION DEPARTMENT
Aquatics Division - Expenditure Detail

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
PERSONNEL						
Salaries	\$35,710	40,172	38,029	37,389	14.3%	-1.7%
Part Time Year Round	32,112	30,602	40,000	50,000	19.2%	25.0%
Overtime	-	4,047	-	5,000	1.9%	#DIV/0!
Seasonal Emp	28,227	42,466	40,000	30,000	11.5%	-25.0%
Payroll Taxes	7,311	8,939	9,029	9,363	3.6%	3.7%
Pension & Retirement	839	1,409	2,282	2,154	0.8%	-5.6%
Health Insurance	3,442	3,237	3,867	4,288	1.6%	10.9%
Workers' Compensation	290	1,327	924	775	0.3%	-16.1%
Total Personnel Costs	\$ 107,930	\$ 132,199	\$ 134,131	\$ 138,969	63.2%	3.6%
OPERATING						
Communications & Freight	-	-	-	-	0.0%	0.0%
Utility Services	71,496	66,821	73,750	70,341	27.0%	-4.6%
Repairs & Maintenance	6,969	7,030	7,500	10,000	3.8%	33.3%
Rentals & Lease	-	-	750	-	0.0%	-100.0%
Operating Supplies	20,559	24,117	30,981	37,500	14.4%	21.1%
Dues, Memberships & Subsc.	200	198	300	300	0.1%	0.0%
Training & Education	-	-	300	400	0.2%	33.3%
Liability Insurance	1,572	3,228	3,750	3,475	1.3%	-7.3%
Total Operating Costs	\$ 100,797	\$ 101,394	\$ 117,311	\$ 122,016	46.8%	4.0%
CAPITAL OUTLAY						
Machinery & Equipment	8,531	8,307	51,772	-	0.0%	-100.0%
Total Capital Outlay	\$ 8,531	\$ 8,307	\$ 51,772	\$ -	0.0%	-100.0%
TOTAL EXPENSES	\$ 217,258	\$ 241,900	\$ 303,214	\$ 260,985	100.0%	-13.9%



Personnel Summary

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
Aquatics Supervisor	1	1	1	1	3.8%	0.0%
Total Full-time employees	1	1	1	1	3.8%	0.0%
Part-time Employees						
Concession (Part time & seasonal)	3	3	4	4	15.4%	0.0%
Lifeguard (Part time & Seasonal)	22	22	21	21	80.8%	0.0%
Total Part-time employees	25	25	25	25	96.2%	0.0%
DIVISION TOTAL	26	26	26	26	100.0%	0.0%

Recreation - Tennis

The **Tennis Division** provides well-maintained tennis and racquetball courts that are available for all age levels and playing abilities. The five tennis courts and two racquetball courts are also lighted for nighttime play. The Division provides pro shop services, organizes and promotes a variety of clinics, lessons and tournaments and hosts the Miami Springs High School Tennis Team's home matches.

Goals

To maintain the Tennis facility with positive images for all residents of the City of Miami Springs.

To increase memberships and play by 10% from FY2005-06.

Objectives

To provide a variety of programs for adults and children on a social and competitive system.

Provide free instruction to summer program participants

Provide promotional information to local businesses and hotels. Promote youth and adult leagues.

2006-07 Accomplishments

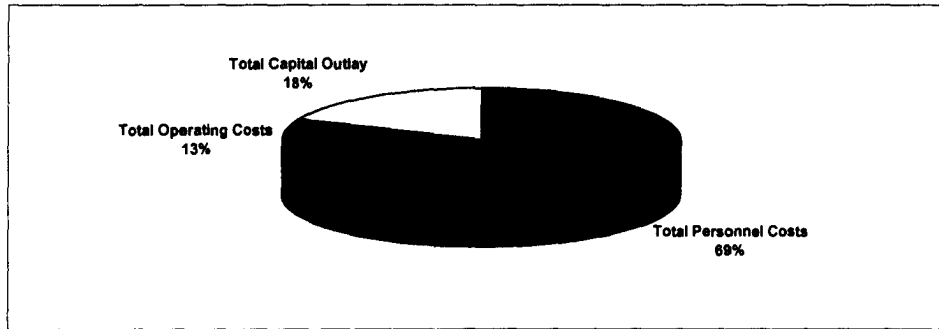
- Quarterly tennis tournaments initiated for all major age groups for singles and doubles play

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$3,969 (3.2%) increase from FY2006-07. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
- Budget provides \$21,000 for tennis court re-surfacing.

RECREATION DEPARTMENT
Tennis Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 23,355	\$ 28,267	\$ 51,685	\$ 54,600	47.4%	5.6%
Part Time Year Round	10,886	9,456	12,000	12,000	10.4%	0.0%
Payroll Taxes	2,619	2,886	4,872	5,095	4.4%	4.6%
Pension & Retirement	549	928	3,101	3,001	2.6%	-3.2%
Health Insurance	1,741	1,644	4,023	4,373	3.8%	8.7%
Workers' Compensation	121	403	269	418	0.4%	55.4%
Total Personnel Costs	\$ 39,270	\$ 43,584	\$ 75,950	\$ 79,487	69.0%	4.7%
OPERATING						
Utility Services	3,117	3,950	4,397	4,272	3.7%	-2.8%
Repairs & Maintenance	84	-	6,000	6,000	5.2%	0.0%
Operating Supplies	-	207	2,500	2,500	2.2%	0.0%
Liability Insurance	324	996	1,091	1,898	1.6%	74.0%
Total Operating Costs	\$ 3,525	\$ 5,153	\$ 13,988	\$ 14,670	12.7%	4.9%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	800	35,000	21,000	18.2%	0.0%
Machinery & Equipment	-	-	501	-	0.0%	-100.0%
Total Capital Outlay	\$ -	\$ 800	\$ 35,501	\$ 21,000	18.2%	-40.8%
TOTAL EXPENSES	\$ 42,795	\$ 49,537	\$ 125,439	\$ 115,157	100.0%	-8.2%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Assistant Sports Supervisor	0.5	0.5	1	1	33.3%	0.0%
Total Full-time employees	0.5	0.5	1	1	33.3%	0.0%
Part time employees						
Tennis Aides	2	2	-	-	0.0%	0.0%
Recreation Leader (year-round)	0	0	2	2	66.7%	0.0%
Total Part-time employees	2	2	2	2	66.7%	0.0%
DIVISION TOTAL	2.5	2.5	3	3	100.0%	0.0%

Recreation – Parks Maintenance

The **Parks Maintenance Division** provides for the overall maintenance of the parks and ball fields. This includes ball field preparation, park clean-up, etc.

Goals

To improve the playability of the athletic fields at Prince Field, Stafford Park and Dove Avenue Park.

Objectives

Aerate fields a minimum of 2 times annually

Establish a proper maintenance schedule to improve field conditions

Provide training to maintenance staff in order to improve maintenance skills

2006-07 Accomplishments

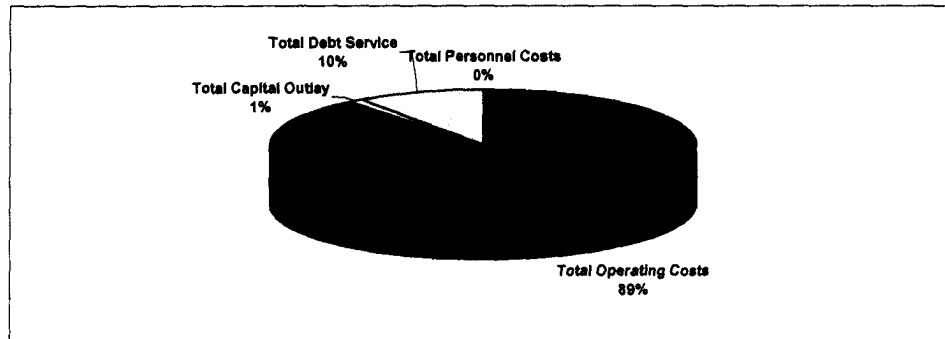
- Overall condition and appearance of all fields significantly improved

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$48,994 (26%) decrease from FY2006-07, mainly due to significant capital improvements budgeted last year and not included in the FY2008 budget.. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
- Budget provides \$1,500 for a field marking paint machine.

RECREATION DEPARTMENT
Parks Maintenance Division - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 78,242	\$ 40,999	\$ 39,312		0.0%	-100.0%
Part Time Labor	-	2,025	9,600	-	0.0%	-100.0%
Payroll Taxes	5,986	3,291	3,172	-	0.0%	-100.0%
Pension & Retirement	1,764	1,399	2,359	-	0.0%	-100.0%
Health Insurance	7,755	3,491	7,675	-	0.0%	-100.0%
Workers' Compensation	717	857	-	321	0.2%	#DIV/0!
Total Personnel Costs	\$ 94,464	\$ 52,062	\$ 62,118	\$ 321	0.2%	-99.5%
OPERATING						
Repairs & Maintenance	15,176	16,908	6,087	3,500	2.7%	-42.5%
Rentals & Lease	-	-	2,000	1,000	0.8%	-50.0%
Operating Supplies	19,201	9,613	38,234	48,250	37.2%	26.2%
Dues, Memberships & Subsc.	190	60	250	-	0.0%	-100.0%
Training & Education	80	125	500	-	0.0%	-100.0%
Liability Insurance	1,896	2,100	-	3,128	2.4%	#DIV/0!
Fuels, Oils, Lubricant	-	-	5,200	5,656	4.4%	8.8%
Contractual Services	-	12,000	4,000	54,000	41.6%	1250.0%
Total Operating Costs	\$ 36,542	\$ 40,806	\$ 56,271	\$ 115,534	89.0%	105.3%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	20,529	-	0.0%	-100.0%
Machinery & Equipment	3,670	23,250	39,471	1,500	1.2%	-96.2%
Total Capital Outlay	\$ 3,670	\$ 23,250	\$ 60,000	\$ 1,500	1.2%	-97.5%
DEBT SERVICE						
Principal	-	-	11,203	11,547	8.9%	3.1%
Interest	-	-	1,205	901	0.7%	-25.2%
Total Debt Service	\$ -	\$ -	\$ 12,408	\$ 12,448	9.6%	0.3%
TOTAL EXPENSES	\$ 134,677	\$ 116,118	\$ 190,797	\$ 129,803	100.0%	-32.0%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Greenskeeper I	2.5	2.5	2	-	0.0%	-100.0%
Total Full-time employees	2.5	2.5	2.0	-	0.0%	-100.0%
<i>Part time employees</i>						
Greenskeeper I (seasonal)	0	0	2	0	0.0%	100.0%
Total Part-time employees	0	0	2	0	0.0%	100.0%
DIVISION TOTAL	2.5	2.5	4.0	-	0.0%	-100.0%

RECREATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2006-07 Goal	2006-07 Actual	2007-08 Goal
Outputs			
Increase participants in co-sponsored athletic programs by	20%	20%	20%
Assist the Optimist and Little League with registration and promotions	Yes	Yes	Yes
Offer "Extreme Summer Camp" program for ages 14-16 (ie: fishing, biking, etc.)	No	No	Yes
Increase number of teams in the adult basketball league by	2	2	2
Add "Over 40" basketball and volleyball program	No	No	Yes
Sponsor "career day" during our summer program	Yes	No	Yes
Police and Fire Department to host a "Safety Program" for children who stay home alone, babysit, etc.	Yes	Yes	Yes
Hold at least three swim meets	Yes	Yes	Yes
Each Coordinator/Supervisor to attend a professional development program	No	No	Yes

NON DEPARTMENTAL

Non Departmental

This Department/Division represents a group of line-item accounts associated with general, city wide accounting transactions. Services provided to other agencies, which benefit all components and facets of the city, are recorded into this department.

It also accounts for transfers to alternate funds including golf course, senior center, hurricane funds and other specialized funds. In cases of grants requiring a city match, those matching funds are recorded as transfers within this department.

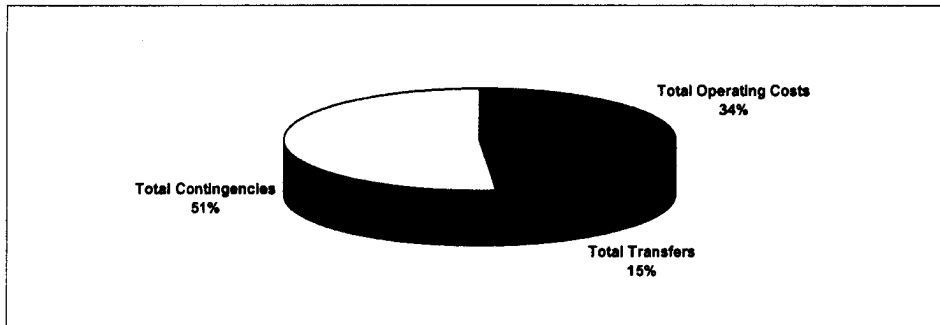
The City's general contingency and reserve accounts are reported in this department.

FY 2007-08 Budget Highlights

- Contingency funds in this year's budget are as follows: \$500,000 in emergency funds, and \$100,000 for costs related to the hiring of a grant writer, lobbyist, and a public information officer.
- Interfund transfers to the Senior Center and the Grants Fund.
- Budget includes \$28,350 for the 4th of July celebration, the River Cities festival, Optimist Fishing Tournament, car shows, bands, and other miscellaneous awards and plaques.
- Budget includes \$12,544 for advertising in the Gazette and Yellow Pages.
- Budget also includes \$45,486 in utility costs for City Hall
- Included in the proposed budget is an \$18,000 rental assistance to the Miami Springs Historical Museum for their new location.
- Liability insurance costs show a significant increase due to the revaluation of city assets done for our insurance carrier by American Appraisal.

NON-DEPARTMENTAL ACCOUNTS
Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Professional Services	19,541	14,838	97,845	115,500	11.5%	18.0%
Unemployment Compensation	5,845	6,226	-	-	0.0%	0.0%
Contractual Services	2,920	-	-	-	0.0%	0.0%
Utility Services	36,927	37,933	40,241	45,486	4.5%	13.0%
36th Street Redevelopment	12,227	-	-	-	0.0%	0.0%
Dues & Subscriptions	837	1,536	1,379	500	0.0%	-63.7%
Telephone	3,652	3,138	3,095	3,000	0.3%	-3.1%
Rentals & Leases	5,480	17,780	24,000	36,000	3.6%	50.0%
Printing & Binding	4,263	6,534	6,000	6,000	0.6%	0.0%
Liability Insurance	6,028	12,845	21,104	63,747	6.3%	202.1%
Advertising & Promotions	41,867	44,804	35,500	46,994	4.7%	32.4%
Bank Fees & Bad Debt	35,284	104	200	-	0.0%	-100.0%
Office Supplies	6,502	5,347	6,000	6,500	0.6%	8.3%
Operating Supplies	210	1,591	1,000	3,000	0.3%	200.0%
Accumulated Leave Settlement	(24,166)	6,903	-	-	0.0%	0.0%
Other Current Charges	1,853	179,425	8,650	100	0.0%	-98.8%
Total Operating Costs	\$ 159,071	\$ 339,004	\$ 245,014	\$ 328,827	32.4%	33.4%
CONTINGENCIES						
Contingencies-Hurricanes	-	-	457,549	500,000	49.6%	9.3%
Contingencies-Other	-	282	-	-	0.0%	0.0%
Total Contingencies	\$ -	\$ 282	\$ 457,549	\$ 500,000	49.6%	9.3%
Transfers to Golf Course Fund	953,699	437,148	7,225	-	0.0%	-100.0%
Transfers to Grants Fund	-	32,500	13,538	5,000	0.5%	-63.1%
Transfers to Sanitation Fund	275,000	217,002	315,432	-	0.0%	-100.0%
Transfers to Senior Center	128,646	30,497	165,301	142,716	14.2%	-13.7%
Transfers to Water & Sewer Fund	450,000	-	-	-	0.0%	0.0%
Transfers out to Hurricane Fund	180,000	728,159	9,984	-	0.0%	-100.0%
Total Transfers	\$ 1,987,345	\$ 1,443,306	\$ 511,480	\$ 147,716	14.7%	-71.1%
CAPITAL OUTLAY						
Capital Outlay	22,621	46,204	245,683	-	0.0%	-100.0%
Total Capital Outlay	\$ 22,621	\$ 46,204	\$ 245,683	\$ -	0.0%	-100.0%
DEBT SERVICE						
Principal	-	6,741	27,826	29,019	2.9%	4.3%
Interest	-	1,618	5,608	4,415	0.4%	-21.3%
Total Debt Service	\$ -	\$ 8,359	\$ 33,434	\$ 33,434	3.3%	100.0%
TOTAL EXPENSES	\$ 2,169,037	\$ 1,837,155	\$ 1,493,160	\$ 1,007,977	100.0%	-32.5%



SPECIAL REVENUE FUND

Road and Transportation Fund-Local Option Gas Tax

The Local Option Gas Tax Fund (LOGT) is used to account for all revenues and expenditures related to the collection, disbursement, and use of the LOGT proceeds. There are two parts to the tax: (1) the six-cent sales tax on all petroleum-based products sold throughout the county and allocated using a complex formula of road and sidewalk miles, gross sales, and other items; these revenues are reported in the General Fund; (2) the allocated proceeds of the additional three cents charged on top of all petroleum-based products and gasoline in the county.

These funds are to be used for roadways, streetlights, sidewalks, right-of-way maintenance, pedestrian and bike pathways.

Goals

Replace sidewalks throughout the city that are cracking and lifting.

Restore the alleys Citywide.

Continue to upgrade and repair the streetlight infrastructure.

Maintain right-of-ways.

Objectives

Systematically inspect sidewalks throughout the city and coordinate with the contractor for replacement. Include root barrier in the installation when needed.

Prioritize the alleys in need of leveling and execute the grading and rocking.

Continue with the asphalt paving of the alley entranceways.

Continue with the repair and replacement of underground wiring.

Continue with the street tree trimming program.

2006-07 Accomplishments

- Purchase of street sweeper attachment for Bobcat
- Purchase of concrete mixer
- Purchase of SCAG mower
- Purchase of Kawasaki riding mower

FY 2007-08 Budget Highlights

- There are no major changes for the FY 2007-08 budget.

Road and Transportation Fund-Peoples Transportation Tax

The Peoples Transportation Tax was enacted in November 2002. These surtax funds are to be used for road and transportation projects. It is mandated that 80% of the funds be used for roadway and right-of-way maintenance and equipment, drainage, street lighting, traffic signs, engineering, signalization, and pavement markings, etc. The remaining 20% shall be spent on transit, such as bus service, shelters, and transit related infrastructure.

Goals

Improve access to and general conditions of bus stops.

Continue to replace steel light poles with aluminum.

Maintain right-of-ways.

Objectives

Provide and repair sidewalks throughout the city to provide a pathway to transit bus stops.

Continue with the repair and replacement of underground wiring.

Begin the construction of roadway and intersection improvements

Continue with the street tree trimming program

Replace and restore pavement markings and traffic signs.
Resurface asphalt roadways and pathways as needed

2006-07 Accomplishments

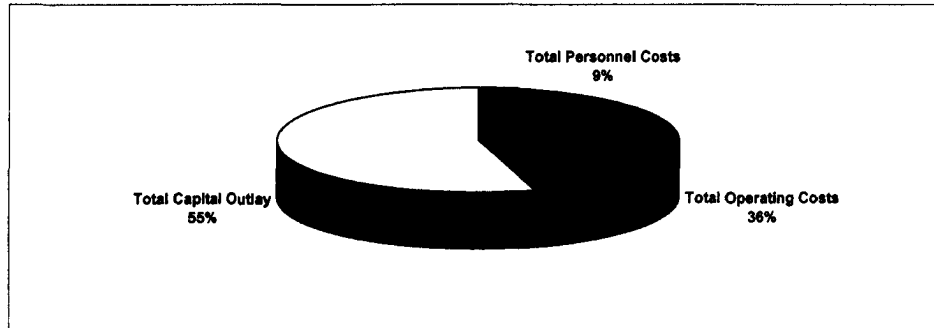
- Solicited and received proposal for bus/shuttle system under the CITT program
-

FY 2007-08 Budget Highlights

- The FY2007-08 budget includes \$100,000 for the annual operating cost of a trolley system.

**PUBLIC SERVICES DEPARTMENT
ROAD AND TRANSPORTATION FUND**

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
OPERATING						
Salaries-Admin and Project Mgmt	\$ 52,002	\$ 24,716	\$ 33,000	\$ 33,000	9.3%	0.0%
Professional Services	-	15,849	44,963	15,000	2.3%	-86.6%
Contractual Services	145,558	48,375	99,382	170,000	26.2%	71.1%
Matching-Forestry Grant	20,000	10,592	-	-	0.0%	0.0%
Repairs & Maintenance	19,687	7,872	15,865	60,000	9.2%	278.2%
Fuels, Oils, Lubricants	-	4,729	4,025	6,451	1.0%	60.3%
Road Materials and Supplies	21,152	21,546	86,257	10,000	1.5%	-88.4%
Total Operating Costs	\$ 258,399	\$ 133,679	\$ 283,492	\$ 294,451	45.3%	3.9%
CAPITAL OUTLAY						
Improvements Other than Bldg	189,431	183,372	680,000	355,000	54.7%	-47.8%
Machinery & Equipment	117,153	59,815	38,000	-	0.0%	-100.0%
Total Capital Outlay	\$ 306,584	\$ 243,187	\$ 718,000	\$ 355,000	54.7%	-50.6%
TOTAL EXPENSES	\$ 564,983	\$ 376,866	\$ 1,001,492	\$ 649,451	100.0%	-35.2%



ROAD AND TRANSPORTATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
<u>Outputs</u>					
Density Testing of Plover Project	-----	-----	100%	100%	-----
Implement Trolley system	-----	-----	-----	-----	50%
Downtown Parking Lot	-----	-----	-----	-----	50%

Elderly Services

Mission Statement

The mission of the Elderly Services Department is to enhance the quality of life for older citizens of this community.

ELDERLY SERVICES DEPARTMENT

GOALS and OBJECTIVES:

GOAL: To promote better health through improved nutrition, reduce the isolation of old age through socialization, and help older citizens live with dignity.

OBJECTIVE: -Provide 36,000 nutritionally balanced, congregate lunch meals to eligible persons, particularly those in greatest economic and social need.

GOAL: To provide nutritionally sound, home-delivered meals to eligible, homebound citizens.

OBJECTIVE: -Serve 14,800 meals to frail and disabled older citizens this year.

GOAL: To provide health support activities to assist older persons in securing and utilizing necessary medical treatment as well as preventive, emergency and health maintenance services.

OBJECTIVES:

- 1) -Provide health screenings and illness prevention programs to detect or prevent illness or worsening of chronic conditions on an ongoing basis;
- 2) -Provide organized activities and programs of regular physical exercise three times each week;
- 3) -Plan, solicit and coordinate programs to be sponsored by a network of publicly and privately funded organizations for the delivery of health information;
- 4) -Provide regular opportunities for older citizens to participate in recreational activities each month;
- 5) -Provide monthly consulting services, blood pressure screenings and individual counseling on hypertension each month by contracting with a registered nurse.

GOAL: To assure the continued local mobility of older residents who are transportationally disadvantaged.

OBJECTIVE: -Provide travel assistance to and from the senior center, the client's residence, local doctor offices, grocery store, post office, bank, and area malls and attractions when possible.

GOAL: To provide formal and informal education designed to offer opportunities directed towards health improvement, personal enrichment and safety, and accessing available resources.

OBJECTIVE: -Using a variety of instructional approaches and resources, provide information on health, environment, economics, consumerism, crime prevention, etc. as adult education for our citizens.

GOAL: To provide a formal nutrition education and counseling program for both senior center and homebound clients.

OBJECTIVE: -A registered dietician will provide consulting services and nutrition education seminars, on a monthly basis, as required by the funding source (the Florida Department of Elder Affairs).

GOALS and OBJECTIVES(continued):

GOAL: To actively seek and reach target group individuals and assist them to access services. Collect and record data on service needs for use in planning and developing supportive services and agendas for advocacy.

OBJECTIVES:

- 1) -Screening and Assessment will be conducted annually on a one-to-one basis with all older residents utilizing city services, inquiring about services or referred for services;
- 2) -Comply with the Florida Department of Elder Affairs' regulations and reporting requirements utilizing the State's C.I.R.T.S. computer system. Comply with the requirements imposed by the Alliance For Aging, Inc., the designated monitoring agency;
- 3) -Provide information and referral assistance in person and via telephone;
- 4)-Conduct home visitations annually of 60 homebound elderly to monitor status and further needs.

GOAL: To provide an appropriate setting for older persons to establish a social network and meet holistic needs resulting in the stabilization or improvement of the participant's physical, mental, social and/or economic status.

OBJECTIVE: -Maintain quality paid and volunteer staffing through ongoing training, recognition and reinforcement of their responsibilities.

MAJOR FUNCTIONS and ACTIVITIES:

The City of Miami Springs Elderly Services Department has continued to be an essential part of this community's continuum of care by assisting older residents, age 60 and over, to maximize opportunities for self-sufficiency and personal independence. The provision of a large range of community-based services and programming encompasses a variety of activities geared towards meeting, targeting and servicing the needs of older citizens in our community. Through ongoing management, evaluation, assessment, supervision and reporting of planned objectives over the past twenty-nine years, the city's elderly services department has provided, and will continue to provide, high quality services.

Funding for the elderly services department is provided through: City funds, OAA Title III B, III C-1, and III C-2 annual grant awards; USDA Nutrition Services Incentive Program reimbursement; participant and private donations; monthly contributions from the Village of Virginia Gardens and other grant awards. As a recipient of Federal, State and City funds, this department must comply with all rules, regulations and reporting requirements as dictated by: the Older Americans' Act of 1965, as amended; the State of Florida Department of Elder Affairs; the United States Dept. of Agriculture; the City of Miami Springs' Code of Ordinances; and other applicable regulatory statutes. Additional program support is provided through agreements with: the MSPD Community Policing Office; RSVP; AARP; the Alliance for Aging, Inc.; and many volunteer resources.

Service offerings and scheduled program activities include the following:

CONGREGATE MEALS: Hot lunch meals, meeting 1/3 of an older individual's "Required Daily Allowance," are served every Monday--Friday from 11:30 a.m.--12:30 p.m. to assist area seniors in maintaining a nutritionally balanced diet and to provide opportunities to socialize with their peers.

HOME DELIVERED MEALS: A limited number of lunch meals are delivered each weekday to functionally impaired, older residents who are homebound, unable to cook properly for themselves, and who have little or no additional support available.

NUTRITION EDUCATION: Scheduled presentations that promote better health by providing accurate nutrition information and instruction to participants are conducted by the program's consulting Registered Dietician, throughout the year.

MAJOR FUNCTIONS and ACTIVITIES (continued):

HEALTH SUPPORT SERVICES: Preventive and health maintenance services are scheduled each month to include free chair exercise classes and blood pressure screening and counseling. Additional health screenings and educational events are scheduled periodically throughout the year.

TRANSPORTATION: Daily pick up, utilizing the city's mini-bus, is provided to older Miami Springs' residents with no means of transportation to and from the center. Additionally, weekly trips are made for grocery shopping and field trips to area malls and special places of interest are planned each month.

RECREATION: Recreational activities are planned each month to help develop a broad range of physical, mental and social skills which can be used by older persons in self-initiated use of leisure time activities to include special events, bingo games and trips. In addition, a large selection of books, magazines, jig-saw puzzles and videos are available on a free loan basis to area residents.

EDUCATION: Through out the year, formal and informal opportunities to acquire knowledge and increased awareness are offered in such areas as: consumer information; crime and accident prevention; personal enrichment; health, safety and wellness topics; elder abuse and exploitation; city council actions; and community resources.

SCREENING & ASSESSMENT:

Standard assessment instruments are administered for the purpose of gathering information about clients at the time of enrollment or to reassess currently active clients to determine need and eligibility for services.

INFORMATION & REFERRAL:

This service provision attempts to provide knowledgeable responses to senior inquiries and direction to specific resources and opportunities that may be available to assist them with their service needs.

2006-07 ACCOMPLISHMENTS:

The City of Miami Springs Elderly Services Department has exceeded the stated objectives for core service offerings as required by state and federal grantees. In addition, the Elderly Services Department has increased the provision of, and participation in, special programs to include: monthly blood pressure screenings; free Income Tax Preparation Assistance; AARP Driver Safety Courses; assistance with filing for the Limited Income Sr. Citizen Exemption, the Telephone Excise Tax rebate and property tax exemptions; assistance in obtaining Golden Passports (for over 150 seniors) that provide free public transportation for those 65 and over; and assistance in obtaining free specialized telephone equipment for the hearing and visually impaired.

By networking with other agencies and individuals, the City of Miami Springs' Elderly Services Department has provided additional services, educational opportunities and activities throughout this past year to include:

- a Foot and Nail Health Fair and free examinations sponsored by The Senior Network, Inc. and Sanofi-Aventis Pharmaceuticals and conducted by Drs. Alberto Abrebaya and Bradley Haves;
- free vascular disease screenings conducted by the University of Miami's Miller School of Medicine to detect abnormalities in the carotid arteries, the abdominal aorta, and in the legs and feet arteries;
- a free glucose screening by Avanti Home Health Agency's nursing staff and a demonstration on "Yoga & Meditation for Seniors" by a Barry University student;
- presentations on "Search Your Heart" by the American Heart Association, "Prevention of Heart Disease" by Dr. Christopher Chan, Cardiologist, "Medication Management" by Dr. Garcia-Herran sponsored by CAC Florida Medical Center, and "Diabetes" by the M-D Area Health Education Center;
- free Line Dancing Classes provided weekly by local resident Denise Gishler;
- a presentation on "Living Wills & Health Care Advance Directives" by Attorney Blas Cueto, sponsored by The Florida Bar and a medical seminar on "Hypolipidemia" conducted by Dr. Jorge Loreda, sponsored by CAC Florida Medical Center;
- enrollment assistance for the "Lifeline Assistance" and "Link-Up Florida" telephone savings programs;

2006-07 ACCOMPLISHMENTS (continued):

- presentations on "Osteoarthritis and the Importance of Maintaining Muscle Strength, Flexibility and Range of Motion" by John Stoney, Physical Therapist, "Breast & Cervical Cancer" by the YWCA of Miami-Dade County; and "Osteoporosis and Recommended Physical Therapy" by Avanti Home Health Agency;
- field trips to M-D County Auditorium to see a Broadway type musical, to the Town of Medley's Fashion Show, and to various malls and variety stores;
- a Valentine's Day party with a Mariachi Band sponsored by the MS/VG Senior Citizens' Club, Mother's Day and Father's Day celebrations with assistance from Commissioner Sosa's office and a St. Patrick's Day party sponsored by the Community Policing Office;
- monthly seminars on crime prevention and safety issues by the MSPD's Community Policing Office; and on-going "Council Reports" provided each month by the Miami Springs Mayor and Councilmembers.

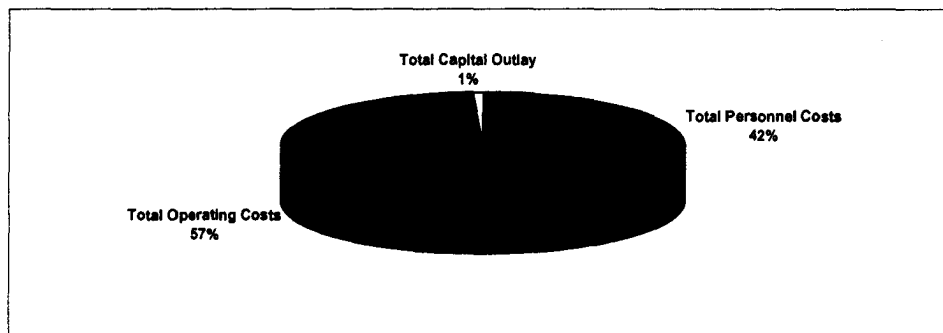
In addition, the Elderly Services Department worked with the Miami-Dade County Department of Health to provide a six-week course called, "Convivir Con Su Artritis" for Spanish speaking seniors, and a six-week course called, "Healthy Living" for English speaking seniors.

FY 2007-08 BUDGET HIGHLIGHTS:

- Title III funding for this department's programs is awarded to the City through annual, calendar year grants. Final awards for 2008 will not be known until December 2007. Historically, these funding awards are based on the previous years' initial contracts and it is anticipated that next year's grant will remain the same as this year's original funding: \$157,021 in Title funds and \$37,252 in NSIP funds. It is unknown at this time if additional grant or CBO funds will be available or approved but such opportunities will be pursued.
- The FY 2007-08 budget reports a \$23,809 (6.5%) decrease from FY2006-07, mainly due to reductions in catering costs. This year's budget includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.

ELDERLY SERVICES DEPARTMENT
Elderly Services Special Revenue Fund Expenditures
Consolidated to represent all funding sources

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$55,188	61,922	61,006	71,059	20.8%	16.5%
Part Time Year Round	45,291	43,773	47,786	48,706	14.3%	1.9%
Payroll Taxes	7,309	7,775	8,239	9,162	2.7%	11.2%
Pension & Retirement	1,366	2,307	3,660	4,093	1.2%	11.8%
Health Insurance	6,673	6,212	7,625	8,364	2.4%	9.7%
Workers' Compensation	245	1,085	739	756	0.2%	2.3%
Total Personnel Costs	\$ 116,073	\$ 123,074	\$ 129,055	\$ 142,141	41.6%	10.1%
OPERATING						
Professional Services	970	1,101	3,540	3,000	0.9%	-15.3%
Contractual Services	20,079	19,621	20,829	20,254	5.9%	-2.8%
Travel & Related Costs	231	229	950	350	0.1%	-63.2%
Uniforms	-	-	300	300	0.1%	0.0%
Utility Services	11,230	12,818	13,059	10,879	3.2%	-16.7%
Repairs & Maintenance	239	250	1,670	1,335	0.4%	-20.1%
Rentals & Lease	1,302	705	1,464	1,464	0.4%	0.0%
Advertising & Promotions	344	300	600	500	0.1%	-16.7%
Postage	179	224	169	169	0.0%	0.0%
Office Supplies	295	665	550	550	0.2%	0.0%
Operating Supplies	128,219	124,853	173,734	144,117	42.2%	-17.0%
Dues, Memberships & Subsc.	140	150	360	160	0.0%	-55.6%
Training & Education	-	-	300	150	0.0%	-50.0%
Liability Insurance	3,936	4,488	5,814	4,597	1.3%	-20.9%
Fleet Maintenance	2,384	5,387	5,510	2,815	0.8%	-48.9%
Fuels, Oils, Lubricant	1,905	2,237	2,700	2,288	0.7%	-15.3%
Telephone/Internet	2,508	2,324	3,620	3,650	1.1%	0.8%
Total Operating Costs	\$ 173,982	\$ 175,362	\$ 235,169	\$ 196,578	57.6%	-16.4%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	0	0.0%	100.0%
Machinery & Equipment	2,500	1,730	2,270	2,800	0.8%	23.3%
Total Capital Outlay	\$ 2,500	\$ 1,730	\$ 2,270	\$ 2,800	0.8%	23.3%
TOTAL EXPENSES	\$ 292,535	\$ 300,156	\$ 366,494	\$ 341,519	100.0%	-6.8%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Elderly Services Director	1	1	1	1	12.5%	0.0%
<i>Part-time Employees</i>						
Food Service Aide	4	4	4	4	50.0%	0.0%
Screening & Assess Specialist	1	1	1	1	12.5%	0.0%
Driver	1	1	1	1	12.5%	0.0%
Substitute driver	1	1	1	1	12.5%	0.0%
<i>Sub-total: Part-time employees</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>87.5%</i>	<i>0.0%</i>
DEPARTMENT TOTAL	8	8	8	8	100.0%	0.0%

ELDERLY SERVICES PERFORMANCE MEASURES

Indicator	2005-2006	2005-2006	2006-07	2006-07	2007-08
	Goal	Actual	Goal	Actual *	Goal
Outputs					
Number of Congregate Meals Served	37,900	38,550	38,600	35,122	36,000
Number of Home Del. Weekday Meals Served	13,700	13,308	13,500	12,619	12,800
Number of Home Del. Weekend Meals Served	3,200	2,479	2,600	2,151	2,000
Number of units of Transportation (1 unit = 1 way trip)	12,000	13,861	11,560*	11,160	8,000
Number of units of Screening & Assess. (1 unit = 1 hr)	300	305	300	290	300

*based on 11 mo actuals & 1 mo estimate

Miami Springs Golf Course

The Golf and Country provides affordable golf and golf related programs to our residents, seasonal visitors, and golfers throughout South Florida. Daily greens fees and annual prepaid golf memberships are available, and preferred pricing for golf and golf memberships is extended to residents of the City of Miami Springs.

Goal

To continually enhance the reputation of the Miami Springs Golf Course in the highly competitive South Florida public golf market in order to attract new golfers while maintaining a high level of customer loyalty and repeat play.

Objectives

- Increase the number of paid rounds played to 40,026 rounds.
- Increase total revenue to \$1,451,505.
- Increase the average revenue per played round to \$31.18.
- Increase the average revenue per played round from total revenue \$36.26
- Increase the annual Range revenue \$124,732.
- Increase the number of Corporate, resident and non-resident memberships.
- Continue developing a strong junior golf program.
- Control operating and maintenance costs within budget.
- Continue to improve turf health and playing conditions.
- Continue with irrigation renovations.

2006-07 Accomplishments

- Increased revenue by \$275,000 over the best year the city has ever had.
- Decreased pro shop expenses by 16% from 2005 -2006 actual expenses.
- Successful installation of new Champion Turf Ultra-Dwarf Greens.
- Improved maintenance of golf course bunkers.

Miami Springs Golf Course

2006-07 Accomplishments (continued)

- Overall improvement of turf density/playability of golf course fairways.
- Aerified greens, tees and fairways four times during the year.
- Completed landscape and beautification for the winter season.
- Continued with aggressive cultural/mechanical/chemical maintenance for overall agronomic improvement and improved playability for golf patrons.
- Repaired and renovated to existing irrigation system.

FY 2007-08 Budget Highlights

- FY07-08 budget is \$60,918 or 4.3% higher than the FY06-07 budget.
- Salaries include a 3.0% cost of living (COLA) increase for all full time general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered.
- The Pro Shop budget includes a new position for an Assistant Golf Professional. The total number of employees will remain the same since a pro shop cashier position was eliminated.
- Approximately \$86,000 is requested for maintenance equipment replacement.
- Approximately \$20,000 in irrigation renovation.
- The maintenance department will outsource the greenskeeper positions resulting in the elimination of three full time positions and four part time positions. This outsourcing will result in payroll/benefits savings during the year.

GOLF COURSE FUND
Golf Course Administration- Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Professional Services	\$ 18,239	\$ 9,205	\$ 2,500	\$ 2,500	5.1%	0.0%
Contractual Services	10,423	3,489	-	-	0.0%	0.0%
Utility Services	103,418	29,872	2,396	8,400	17.0%	250.6%
Repairs & Maintenance	1,819	6,437	6,000	6,000	12.2%	0.0%
Rentals & Leases	4,089	2,574	5,335	-	0.0%	0.0%
Office Supplies	2,972	-	-	-	0.0%	0.0%
Operating Supplies	2,892	587	-	-	0.0%	0.0%
Licenses and Fees	603	237	-	-	0.0%	0.0%
Liability Insurance	54,355	13,698	39,545	32,414	65.7%	-18.0%
Telephone/Internet	9,125	-	-	-	0.0%	0.0%
<i>Total Operating Costs</i>	\$ 207,936	\$ 66,099	\$ 55,776	\$ 49,314	100.0%	-11.6%

GOLF COURSE FUND
Golf Course Pro Shop Operations- Expenditure Detail

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
PERSONNEL						
Salaries	\$ 204,438	\$ 138,041	\$ 76,220	\$ 119,113	22.7%	56.3%
Tournament Gratuity	-	282	1,540	2,400	0.5%	0.0%
Part Time Employees	-	62,898	132,319	115,550	22.0%	0.0%
Payroll Taxes	15,929	15,925	15,668	18,135	3.5%	15.7%
Pension & Retirement	-	1,836	6,169	6,861	1.3%	100.0%
Health Insurance	4,478	2,515	4,164	8,800	1.7%	111.3%
Workers' Compensation	5,934	8,242	1,136	1,525	0.3%	34.3%
Unemployment Taxes	12,215	2,048	-	-	0.0%	#DIV/0!
Total Personnel Costs	\$ 242,993	\$ 231,787	\$ 237,216	\$ 272,385	51.9%	14.8%
OPERATING						
Professional Services	-	675	-	-	0.0%	0.0%
Contractual Services	-	3,305	4,817	-	0.0%	0.0%
Management Fees	58,500	66,000	-	-	0.0%	#DIV/0!
Travel & Related Costs	261	-	-	-	0.0%	#DIV/0!
Merchandise	48,836	32,819	41,356	49,221	9.4%	19.0%
Utilities	-	54,645	20,940	20,930	4.0%	0.0%
Telephone/Internet	-	6,122	11,109	9,544	1.8%	-14.1%
Repairs & Maintenance	12,055	28,005	13,614	9,400	1.8%	-31.0%
Rentals & Lease	57,824	57,844	59,437	60,697	11.6%	2.1%
Printing & Binding	3,804	3,667	3,500	4,500	0.9%	28.6%
Advertising & Promotions	7,760	15,107	40,537	43,131	8.2%	6.4%
Bank Charges	2,849	1,992	-	-	0.0%	0.0%
Credit Card Fees	7,274	13,939	13,939	25,878	4.9%	85.7%
Range	5,295	7,206	6,850	9,000	1.7%	31.4%
Office Supplies	-	4,445	2,000	1,700	0.3%	-15.0%
Operating Supplies	2,825	8,651	4,470	2,160	0.4%	-51.7%
Dues, Memberships & Subsc.	801	711	625	1,050	0.2%	68.0%
Other Misc Charges	1,527	1,206	-	332	0.1%	100.0%
Education and Training	-	100	-	-	0.0%	0.0%
Liability Insurance	-	16,586	17,728	14,510	2.8%	-18.2%
Total Operating Costs	\$ 209,611	\$ 323,025	\$ 240,822	\$ 252,053	48.1%	4.6%
CAPITAL OUTLAY						
Improvements O/T Bldgs	-	28,040	-	-	0.0%	0.0%
Machinery & Equipment	13,450	900	1,650	-	0.0%	-100.0%
Total Capital Outlay	\$ 13,450	\$ 28,940	\$ 1,650	\$ -	0.0%	100.0%
TOTAL EXPENSES	\$ 466,054	\$ 583,752	\$ 479,788	\$ 524,438	100.0%	9.3%

Total Operating Costs
48%

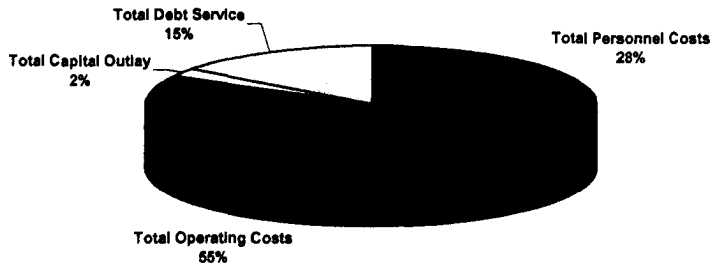
Total Personnel Costs
52%

Personnel Summary

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	% of	% Change
	Actual	Actual	Amended Budget	Budget	Total	from 2006-07
Golf Director	0	1	1	1	5.6%	0.0%
Asst Golf Director	0	0	0	1	5.6%	100.0%
Total Full-time employees	0	1	1	2	11.1%	100.0%
Cashiers	0	5	5	4	22.2%	-20.0%
Cart/Rangers	0	14	14	12	66.7%	-14.3%
Total Part-time employees	0	19	19	16	88.9%	-15.8%
DIVISION TOTAL	0	20	20	18	100.0%	-10.0%

GOLF COURSE FUND
Golf Course Maintenance Operations- Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 311,353	\$ 329,879	\$ 319,493	\$ 194,643	21.5%	-39.1%
Part Time Labor	\$ -	\$ 2,479	\$ 9,600	\$ -	0.0%	-100.0%
Overtime	-	9,824	3,000	3,000	0.3%	0.0%
Payroll Taxes	26,094	28,018	22,012	15,120	1.7%	-31.3%
Pension & Retirement	-	7,315	17,438	11,211	1.2%	-35.7%
Health Insurance	19,558	26,000	43,027	27,736	3.1%	-35.5%
Workers' Compensation	14,882	22,135	2,175	1,265	0.1%	-41.8%
Unemployment Taxes	4,876	4,028	-	-	0.0%	0.0%
Total Personnel Costs	\$ 376,762	\$ 429,678	\$ 416,745	\$ 252,975	27.9%	-39.3%
OPERATING						
Professional Services	1,330	22,054	3,600	2,000	0.2%	-44.4%
Contractual Services	-	-	49,400	197,501	21.8%	299.8%
Telephone	-	380	3,511	844	0.1%	-76.0%
Utilities	-	-	47,887	54,616	6.0%	14.1%
Repairs & Maintenance	78,802	32,351	34,892	37,300	4.1%	6.9%
Rentals and leases	-	2,013	5,440	-	0.0%	-100.0%
Transfers to General Fund	-	-	57,667	-	0.0%	-100.0%
Fuels, Oils, Lubricants	23,137	29,870	27,023	30,000	3.3%	11.0%
Operating Supplies	171,147	182,582	170,623	159,000	17.5%	-6.8%
Dues, Memberships & Subsc.	-	-	1,800	1,800	0.2%	0.0%
Uniform	9,485	11,243	2,550	2,550	0.3%	0.0%
Education and training	-	85	1,700	1,200	0.1%	-29.4%
Liability Insurance	-	-	8,836	13,325	1.5%	50.8%
Total Operating Costs	\$ 283,901	\$ 280,578	\$ 414,929	\$ 500,136	55.2%	20.5%
CAPITAL OUTLAY						
Improvements O/T Buildings	14,465	156,092	30,885	20,000	2.2%	-35.2%
Machinery & Equipment	154,442	130,767	-	-	0.0%	#DIV/0!
Total Capital Outlay	\$ 168,906	\$ 286,859	\$ 30,885	\$ 20,000	2.2%	-35.2%
DEBT SERVICE						
Principal	44,176	40,020	29,446	119,265	13.2%	305.0%
Interest Expense	191	1,618	3,168	14,167	1.6%	347.2%
Total Capital Outlay	\$ 44,367	\$ 41,638	\$ 32,614	\$ 133,432	14.7%	309.1%
TOTAL EXPENSES	\$ 873,937	\$ 1,038,753	\$ 895,173	\$ 906,543	100.0%	1.3%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Superintendent	-	1	1	1	20.0%	100.0%
Assistant Superintendent	-	1	1	1	20.0%	100.0%
Greenskeeper	-	3	3	0	0.0%	100.0%
Reel technician	-	1	1	1	20.0%	100.0%
Pump Irrigation Specialist	-	1	1	0	0.0%	100.0%
Chemical Applicator	-	1	1	1	20.0%	100.0%
Golf Turf Specialist	-	1	1	1	20.0%	100.0%
Total Full-time employees	0	9	9	5	100.0%	100.0%
Part-time Employees						
Greenskeeper	0	4	4	0	0.0%	100.0%
Total Part-time employees	0	4	4	0	0.0%	100.0%
FUND TOTAL	0	13	13	5	100.0%	100.0%

MIAMI SPRINGS GOLF AND COUNTRY CLUB PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
Outputs					
Number of rounds played	38,000	32,458	41,000	39,500	40,710
Range revenue per player	\$ 2.00	\$ 3.16	\$ 2.95	\$ 3.02	\$ 3.22
Number of memberships sold	150	90	175	193	217
Membership revenue	\$ 85,000	\$ 94,071	\$ 100,220	\$ 85,752	\$ 126,840
Total revenues	\$ 1,050,000	\$ 1,029,586	\$ 1,412,726	1,318,000	1,493,060
Pro shop revenue per player	\$ 1.25	\$ 1.56	\$ 1.69	\$ 1.87	\$ 2.01
Effectiveness					
Increase number of rounds played	Yes	No	Yes	Yes	Yes
Increase number of memberships sold	Yes	No	Yes	Yes	Yes
Complete Phase II irrigation project	Yes	No	Yes	No	No
Efficiency					
Maintenance cost per acre	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,545	\$ 4,176
Maintenance salaries less than \$330,000	Yes	Yes	Yes	No	N/A
Maintenance salaries less than \$379,000	N/A	N/A	N/A	N/A	Yes

Law Enforcement Trust Fund

The Law Enforcement Trust Fund was created under the authority of Florida State Statute Section 932.7055(4) (a). The expenditures of this fund require requests from the Chief of Police and approval by the City Council. Expenditures are restricted to items or programs which are not considered normal operating expenditures, including salaries.

The Fund is utilized to maintain a Community Policing Office (CPO) in a satellite location. This program and related facility operates year round and partially offsets the City's requirement for various match obligation, including crime prevention, drug education and school resource officer programs. The expenses incurred by the Vice, Intelligence and Narcotics units are charged to the Fund and an appropriation is made annually to provide the necessary source of funds. The Fund also provides required matching dollars for several grants which have been or will be awarded to the City.

In Addition, this fund is used to account for the criminal justice training funds received from the Clerk of the County courts. These funds are generated from traffic citations and are restricted so that they may only be used for criminal justice training.

Budget Highlights or Modifications

The FY 2007-08 budget includes criminal justice training budget that in prior years was part of a separate Criminal Justice Fund 620. That fund was closed and the training dollars budgeted within this budget.

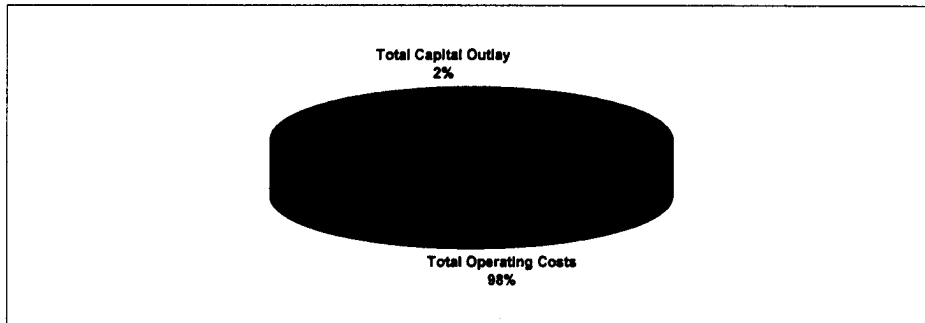
POLICE DEPARTMENT
Law Enforcement Trust Fund
Administration

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Professional Services	\$ 26,533	\$ 17,794	\$ 39,528	\$ -	0.0%	-100.0%
Investigations	209	750	25,000	25,000	53.2%	0.0%
Repairs & Maintenance	-	-	-	-	0.0%	0.0%
Operating Supplies	14,417	17,772	-	1,000	2.1%	100.0%
Training & Education	-	1,500	-	-	0.0%	0.0%
Rentals & Leases	21,274	25,957	36,300	21,000	44.7%	-42.1%
Transfers to Fund 165	2,535	-	-	-	0.0%	0.0%
Telephone & Internet	6,438	7,399	9,827	-	0.0%	-100.0%
Total Operating Costs	\$ 71,406	\$ 71,172	\$ 110,655	\$ 47,000	100.0%	-57.5%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	132,737	28,191	168,980	-	0.0%	-100.0%
Total Capital Outlay	\$ 132,737	\$ 28,191	\$ 168,980	\$ -	0.0%	0.0%
TOTAL EXPENSES	\$ 204,143	\$ 99,363	\$ 279,635	\$ 47,000	100.0%	-83.2%

POLICE DEPARTMENT
Law Enforcement Trust Fund
Community Policing Office Budget

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
OPERATING						
Professional Services	\$ 465	\$ 869	\$ 500	\$ 500	0.6%	0.0%
Contractual Services	1,313	459	2,000	2,000	2.2%	0.0%
Travel & Related Costs	1,263	(49)	2,000	2,000	2.2%	0.0%
Communications & Freight	77	-	-	250	0.3%	100.0%
Utility Services	271	296	298	750	0.8%	151.7%
Repairs & Maintenance	1,048	466	1,250	1,000	1.1%	-20.0%
Rentals & Lease	16,908	17,061	20,236	21,860	24.6%	8.0%
Printing & Binding	1,456	2,554	6,025	6,000	6.7%	-0.4%
Uniforms	745	608	1,500	1,500	1.7%	0.0%
Courier, UPS, Fedex-Overnight	181	253	750	750	0.8%	0.0%
Advertising & Promotions	6,521	4,696	11,627	10,000	11.2%	-14.0%
Office Supplies	3,115	3,198	5,465	5,000	5.6%	-8.5%
Operating Supplies	9,209	3,361	6,549	5,500	6.2%	-16.0%
Liability Insurance	1,135	1,135	1,600	3,400	3.8%	112.5%
Dues, Memberships & Subsc.	518	552	500	500	0.6%	0.0%
Training & Education	3,799	4,171	12,000	12,000	13.5%	0.0%
Transfer to Fund 165	2,599	-	-	-	0.0%	0.0%
Telephone & Internet	3,588	7,269	7,992	14,000	15.7%	75.2%
Total Operating Costs	\$ 54,211	\$ 46,899	\$ 80,292	\$ 87,010	97.8%	8.4%
CAPITAL OUTLAY						
Machinery & Equipment	-	3,597	7,969	2,000	2.2%	-74.9%
Total Capital Outlay	\$ -	\$ 3,597	\$ 7,969	\$ 2,000	2.2%	-74.9%
TOTAL EXPENSES	\$ 54,211	\$ 50,496	\$ 88,261	\$ 89,010	100.0%	0.8%

This department is staffed with 2 (two) full-time officers, 1 (one) full-time administrative specialist, and 1 (one) part-time administrative specialist. These positions are reported under the "Police Department" budget document.



POLICE DEPARTMENT
Law Enforcement Trust Fund
Criminal Justice Training

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Training & Education	\$ 5,941	\$ -	\$ -	\$ 10,000	100.0%	100.0%
Total Operating Costs	\$ 5,941	\$ -	\$ -	\$ 10,000	100.0%	100.0%
TOTAL EXPENSES	\$ 5,941	\$ -	\$ -	\$ 10,000	100.0%	100.0%

ENTERPRISE FUNDS

Water & Sewer Fund-Water Operations

The Water Division of the Public Works Department is a self-supporting operation engaged in the day-to-day operations of the city's water system. This Division is responsible for maintaining all city-owned water service lines to deliver uninterrupted water service to our customers. Over 4,500 metered locations are serviced to ensure that the residents and owners receive potable water through the city's distribution system. Water is purchased on a wholesale basis from the Miami-Dade County Water and Sewer Authority (WASA). The city works with WASA and the Department of Health to monitor the water and ensure that the water quality is maintained at the highest levels for good health and safety.

Goals

To provide cost-effective water line and meter maintenance services to the City in a courteous manner.

To continue to provide the resident's with the highest level of service available while maintaining low costs.

To develop a plan that will help minimize service interruptions.

Continue an aggressive program of replacing calcified and leaking water lines.

Develop and implement a planned maintenance program.

Minimize areas to be shut down by installing new water valves.

Implement a valve cleaning and exercise program to maintain a good operational condition.

Objectives

Train employees in new techniques and materials used for the maintenance and replacement of water distribution systems.

Provide ongoing customer service training to employees who have contact with residents and local business owners.

Replace approximately 2,000 lineal feet of water distribution lines per year.

Locate and exercise shutoff valves, flush hydrants, and mark these devices on the water atlas.

Upgrade the water atlas to a GIS format.

Water & Sewer Fund-Water Operations

2006-07 Accomplishments

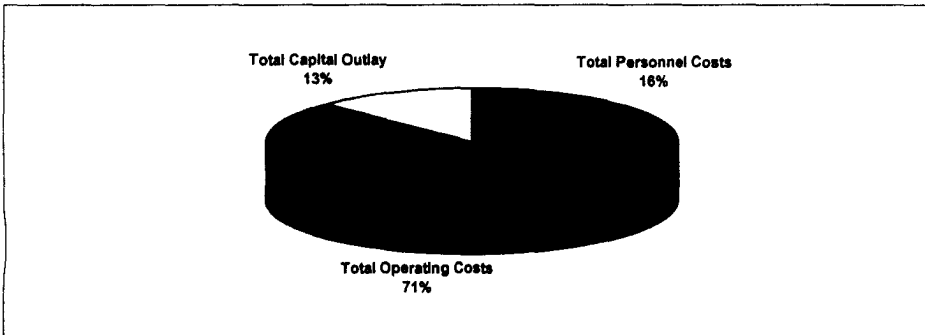
- Received a clean Bill of Health for our Lead and Copper Testing
- Repaired 6 water leaks identified by the County
- Initiated residential, toilet replacement program of 14 toilets under the "Save Your Water, Save Your Dollar" Program
- Reset the irrigation system, city-wide, to remain under the 30% reduction of overall water use mandated by South Florida Water Management District
- Replaced 5 damaged fire hydrants
- Repaired 23 leaking meters
- Repaired 93 water leaks, city-wide
- Responded to over 218 miscellaneous work orders related to water meters

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$305,927 (22.7%) increase from FY2006-07 due to increased costs of water purchases and the budgeting of \$200,000 for water line repairs. This year's budget also includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered

WATER AND SEWER FUND
Water Operations - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 218,440	\$ 196,466	\$ 235,906	\$ 186,034	11.7%	-21.1%
Part Time Year Round	14,148	8,645	10,000	14,976	0.9%	49.8%
Overtime	12,484	11,662	15,750	6,000	0.4%	-61.9%
Payroll Taxes	18,872	16,707	20,017	15,836	1.0%	-20.9%
Pension & Retirement	5,244	6,046	14,154	8,457	0.5%	-40.2%
Health Insurance	20,975	21,756	35,463	27,670	1.7%	-22.0%
Workers' Compensation	28,097	39,677	1,879	1,617	0.1%	-14.0%
Total Personnel Costs	\$ 318,258	\$ 300,959	\$ 333,169	\$ 260,590	16.4%	-21.8%
OPERATING						
Professional Services	11,180	9,825	15,965	10,000	0.6%	-37.4%
Contractual Services	12,661	13,859	19,011	15,000	0.9%	-21.1%
Contingencies	14,217	-	-	-	0.0%	0.0%
Utility Services	546,022	683,349	625,000	840,000	52.7%	34.4%
Repairs & Maintenance	34,537	23,201	3,675	5,000	0.3%	36.1%
Rentals & Lease	486	326	750	500	0.0%	-33.3%
Printing & Binding	587	868	788	500	0.0%	-36.5%
Credit Card Fees	9,072	9,923	9,500	12,000	0.8%	26.3%
Bank Charges	728	-	-	-	0.0%	0.0%
Fuels, Oils, Lubricants	6,934	7,058	9,413	10,500	0.7%	11.5%
Operating Supplies	43,148	52,318	51,000	53,000	3.3%	3.9%
Training & Education	814	767	2,000	500	0.0%	-75.0%
Depreciation (non cash)	31,581	36,412	35,000	40,000	2.5%	14.3%
Bad Debt Expense	7,683	7,270	-	-	0.0%	0.0%
Liability Insurance	13,896	17,844	17,028	24,853	1.6%	46.0%
Fleet Maintenance	9,457	11,955	15,750	20,000	1.3%	27.0%
Telephone/Internet	2,199	2,319	2,940	2,977	0.2%	1.3%
Management Fee to Gen. Fund	78,000	78,000	78,000	98,000	6.2%	25.6%
Total Operating Costs	\$ 823,201	\$ 955,294	\$ 885,820	\$ 1,132,830	71.1%	27.9%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	83,089	-	0.0%	-100.0%
Machinery & Equipment	-	-	47,000	200,000	12.6%	100.0%
Total Capital Outlay	\$ -	\$ -	\$ 130,089	\$ 200,000	12.6%	53.7%
TOTAL EXPENSES	\$ 1,141,459	\$ 1,256,253	\$ 1,349,078	\$ 1,593,420	100.0%	18.1%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Meter Reader	1	1	1	1	15.4%	0.0%
Administrative Assistant I	1	1	1	1	15.4%	0.0%
Utility Service Worker I	1	1	1	0	0.0%	-100.0%
Utility Service Worker II	2	2	2	1	15.4%	-50.0%
Utility Service Worker III	1	1	1	1	15.4%	0.0%
Operations Supervisor	0.5	0.5	-	-	0.0%	0.0%
Water & Sewer Foreman	0.5	0.5	0.5	0.5	7.7%	0.0%
Heavy Equipment Op.	0.5	0.5	1	1	15.4%	0.0%
Total Full-Time Employees:	7.5	7.5	7.5	5.50	84.6%	-26.7%
Part Time Employee:	1	1	1	1	15.4%	0.0%
FUND TOTAL	8.5	8.5	8.50	6.50	100.0%	-23.5%

WATER & SEWER DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
<u>Outputs - Water</u>					
Linear feet of 4-inch water line replaced	2,000	1,330	2,000	1,500	2,000
Number of valves exercised	60	-----	as needed	8	as needed
Number of valves replaced	20	5	-----	8	0
<u>Outputs - Sewer</u>					
Number of laterals replaced	20	1	20	0	20
Number of backups cleared and tv'd	0	60	75	81	79
Linear feet of gravity main rehabilitated (sleeving)	15,000	11,965	12,000	-----	12,000
<u>Effectiveness - Water</u>					
Percentage of \geq 6-inch valves exercised	50%	48%	50%	47%	50%
<u>Effectiveness - Sewer</u>					
Reduction in infiltration	Yes	Yes	Yes	Yes	Yes
Reduction in repeated residential backups	Yes	Yes	Yes	Yes	Yes

Water & Sewer Fund-Sewer Operations

The Sewer Division of the Public Works Department is a self-supporting operation engaged in the day-to-day maintenance of the city's sewer system. We are responsible for maintaining our sewage system in good operating condition and for providing uninterrupted service to our customers. The Division services over 45 miles of sewer lines for approximately 4,500 customers. Millions of gallons of effluent pass through the city's sanitary sewer system en-route to the Miami-Dade County Water and Sewer Authority's (WASA) processing plant.

The Sewer Division is also responsible for managing the comprehensive rehabilitation of the system.

The sewer system is over 30 years old, therefore the Division is following an aggressive capital program of replacing and restoring lines on a prioritized schedule. The city should realize significant disposal cost savings with the continuation and completion of these repairs.

Goals

Provide cost-effective sewer services to the residents in a courteous manner.

Continue with the Sewer Capital Improvement Program

Comply with DERM's peak flow study requirements

Reduce the number of repeat residential backups.

To continue to provide the resident's with the highest level of service available while maintaining low costs.

To develop a plan that will help minimize service interruptions.

Objectives

Train employees in new techniques and materials used for the maintenance and replacement of sewer systems.

Provide ongoing customer service training to employees who have contact with residents and business owners.

Continue to allocate all budgeted funds on prioritized sewer system rehabilitation.

Collect data to be used for the VSC peak flow study.

Follow-up each backup with tv'ing and point repairs as needed.

Continue repairing or replacing sewer laterals as needed.

Continue visual inspections of sewer manholes for leaks and deterioration.

Water & Sewer Fund-Sewer Operations

2006-07 Accomplishments

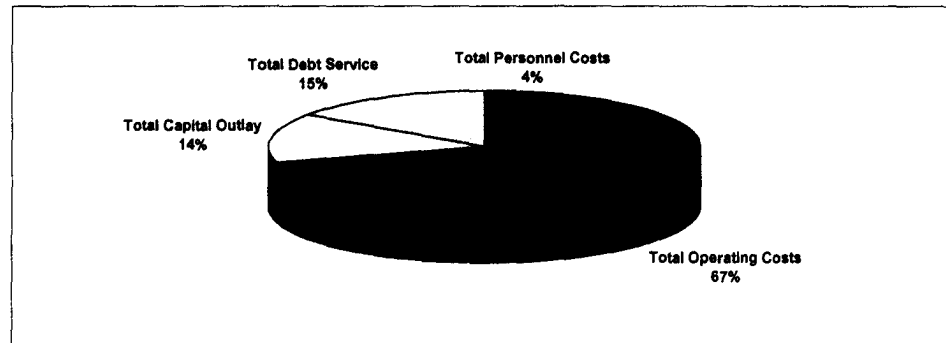
- Successful completion of storm drain / sewer lateral repair project on Plover Avenue
- 22,172 linear feet of mains have been jetted, city-wide
- Responded to 223 sewer backups
- Replaced and/or repaired 37 sewer clean outs

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$410,912 (7.8%) increase from FY2006-07 due to increased costs of sewer processing costs and the budgeting of \$800,000 for sewer sleeving and tv work. This year's budget also includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered

WATER AND SEWER FUND
Sewer Operations - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 179,102	\$ 181,758	\$ 171,348	\$ 152,989	2.7%	-10.7%
Overtime	8,248	15,439	15,009	15,000	0.3%	-0.1%
Payroll Taxes	14,013	14,027	14,256	12,851	0.2%	-9.9%
Pension & Retirement	4,203	6,320	10,281	8,812	0.2%	-14.3%
Health Insurance	17,800	18,793	15,129	19,375	0.3%	28.1%
Workers' Compensation	5,192	7,652	15,850	1,486	0.0%	-90.6%
Total Personnel Costs	\$ 228,558	\$ 243,989	\$ 241,873	\$ 210,512	3.7%	-13.0%
OPERATING						
Professional Services	9,469	39,501	47,250	30,000	0.5%	-36.5%
Contractual Services	11,376	17,895	33,826	34,000	0.6%	0.5%
Contingencies	13,077	-	-	-	0.0%	0.0%
Utility Services	2,490,064	2,181,796	2,266,558	2,631,184	46.7%	16.1%
Repairs & Maintenance	82,136	7,795	15,750	10,000	0.2%	-36.5%
Rentals & Lease	1,160	351	1,000	500	0.0%	-50.0%
Credit Card Fees	9,071	9,923	8,000	12,000	0.2%	50.0%
Operating Supplies	37,246	20,455	25,469	25,000	0.4%	-1.8%
Fuels, Oils, Lubricants	3,509	6,960	4,811	4,300	0.1%	-10.6%
Training & Education	1,120	549	1,500	1,000	0.0%	-33.3%
Bank Charges	748	125	-	-	0.0%	0.0%
Other Charges	51,132	51,217	-	51,000	0.9%	100.0%
Depreciation/Amortization (non cash)	626,069	569,760	658,653	582,600	10.3%	-11.5%
Bad Debt Expense	(6,032)	8,445	-	-	0.0%	0.0%
Liability Insurance	11,112	13,008	16,408	29,482	0.5%	79.7%
Fleet Maintenance	8,577	11,531	13,189	10,000	0.2%	-24.2%
Telephone/Internet	2,546	2,572	2,314	2,337	0.0%	1.0%
Bond Administrative Services	2,925	2,925	2,500	2,500	0.0%	0.0%
Management Fee to Gen. Fund	232,000	232,000	272,019	342,000	6.1%	25.7%
Total Operating Costs	\$ 3,587,305	\$ 3,176,808	\$ 3,369,247	\$ 3,767,903	66.9%	11.8%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	749,376	800,000	14.2%	6.8%
Machinery & Equipment	-	-	15,000	-	0.0%	-100.0%
Total Capital Outlay	\$ -	\$ -	\$ 764,376	\$ 800,000	14.2%	4.7%
DEBT SERVICE						
Bond Interest	456,363	440,050	424,806	406,022	7.2%	-4.4%
Principal	375,000	395,000	429,845	450,454	8.0%	4.8%
Total Debt Service	\$ 831,363	\$ 835,050	\$ 854,651	\$ 856,475	15.2%	0.2%
TOTAL EXPENSES	\$ 4,647,225	\$ 4,255,847	\$ 5,230,147	\$ 5,634,890	100.0%	7.7%

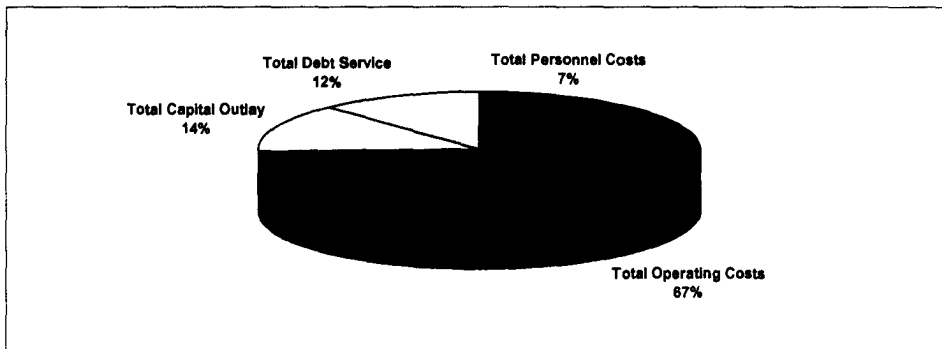


Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Water/Sewer Foreman	0.5	0.5	0.50	-	0.0%	-100.0%
Master Electrician	1	1	-	-	0.0%	0.0%
Utility Service Worker I	1	1	3	2	44.4%	-33.3%
Utility Service Worker II	2	2	0	1	22.2%	100.0%
Utility Service Worker III	1	1	0	0	0.0%	0.0%
Operations Supervisor	0.5	0.5	0.5	0.5	11.1%	0.0%
Heavy Equipment Op.	0.5	0.5	1	1	22.2%	0.0%
FUND TOTAL	6.5	6.5	5.00	4.50	100.0%	-10.0%

WATER AND SEWER FUND
Combined Operations - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 397,542	\$ 378,224	\$ 407,254	\$ 339,023	4.7%	-16.8%
Part Time Year Round	14,148	8,645	10,000	14,976	0.2%	49.8%
Overtime	20,731	27,101	30,759	21,000	0.3%	-31.7%
Payroll Taxes	32,885	30,734	34,273	28,687	0.4%	-16.3%
Pension & Retirement	9,446	12,366	24,435	17,269	0.2%	-29.3%
Health Insurance	38,774	40,549	50,592	47,045	0.7%	-7.0%
Workers' Compensation	33,289	47,329	17,729	3,102	0.0%	-82.5%
Total Personnel Costs	\$ 546,816	\$ 544,948	\$ 575,042	\$ 471,102	6.5%	-18.1%
OPERATING						
Professional Services	20,649	49,326	63,215	40,000	0.6%	-36.7%
Contractual Services	24,037	31,754	52,837	49,000	0.7%	-7.3%
Contingencies	27,295	-	-	-	0.0%	0.0%
Utility Services	3,036,086	2,865,145	2,891,558	3,471,184	48.0%	20.0%
Repairs & Maintenance	116,672	30,996	19,425	15,000	0.2%	-22.8%
Rentals & Lease	1,645	677	1,750	1,000	0.0%	-42.9%
Printing and Binding	587	868	788	500	0.0%	-36.5%
Credit Card Fees	18,144	19,846	17,500	24,000	0.3%	37.1%
Operating Supplies	80,393	72,773	76,469	78,000	1.1%	2.0%
Fuels, Oils, Lubricants	10,443	14,018	14,224	14,800	0.2%	4.0%
Training & Education	1,934	1,316	3,500	1,500	0.0%	-57.1%
Bank Charges	1,475	125	-	-	0.0%	0.0%
Other Charges	51,132	51,217	-	51,000	0.7%	100.0%
Depreciation/Amortization (non cash)	657,650	606,172	693,653	622,600	8.6%	-10.2%
Bad Debt Expense	1,651	15,715	-	-	0.0%	0.0%
Liability Insurance	25,008	30,852	33,436	54,334	0.8%	62.5%
Fleet Maintenance	18,034	23,486	28,939	30,000	0.4%	3.7%
Telephone/Internet	4,745	4,891	5,254	5,314	0.1%	1.1%
Bond Administrative Services	2,925	2,925	2,500	2,500	0.0%	0.0%
Management Fee to Gen. Fund	310,000	310,000	350,019	440,000	6.1%	25.7%
Total Operating Costs	\$ 4,410,506	\$ 4,132,102	\$ 4,255,067	\$ 4,900,732	67.8%	15.2%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	832,465	800,000	11.1%	-3.9%
Machinery & Equipment	-	-	62,000	200,000	2.8%	222.6%
Total Capital Outlay	\$ -	\$ -	\$ 894,465	\$ 1,000,000	13.8%	11.8%
DEBT SERVICE						
Bond Interest	456,363	440,050	424,806	406,022	5.6%	-4.4%
Principal	375,000	395,000	429,845	450,454	6.2%	4.8%
Total Debt Service	\$ 831,363	\$ 835,050	\$ 854,651	\$ 856,475	11.8%	0.2%
TOTAL EXPENSES	\$ 5,788,684	\$ 5,512,100	\$ 6,579,225	\$ 7,228,310	100.0%	9.9%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Meter Reader	1	1	1	1	7.4%	0.0%
Administrative Assistant I	1	1	1	1	7.4%	0.0%
Utility Service Worker I	1	1	3	3	22.2%	0.0%
Utility Service Worker II	2	2	0	0	0.0%	0.0%
Utility Service Worker III	1	1	0	0	0.0%	0.0%
Operations Supervisor	0.5	0.5	-	-	0.0%	0.0%
Water & Sewer Foreman	0.5	0.5	0.5	0.5	3.7%	0.0%
Heavy Equipment Op.	1.0	1.0	1.0	1.0	7.4%	0.0%
Water/Sewer Foreman	0.5	0.5	0.50	0.50	3.7%	0.0%
Master Electrician	1	1	-	-	0.0%	0.0%
Utility Service Worker I	1	1	1	1	7.4%	0.0%
Utility Service Worker II	2	2	2	2	14.8%	0.0%
Utility Service Worker III	1	1	1	1	7.4%	0.0%
Operations Supervisor	0.5	0.5	1	1	3.7%	0.0%
Heavy Equipment Op.	0.5	0.5	1	1	7.4%	0.0%
TOTAL FULL TIME	14.5	14.5	12.5	12.5	92.6%	0.0%
<i>Part Time Employee:</i>						
Maintenance Worker	1	1	1	1	7.4%	0.0%
FUND TOTAL	15.5	15.5	13.5	13.5	100.0%	0.0%

Sanitation Fund

The Sanitation Division of the Public Works Department is responsible for the collection of all garbage and bulk trash items from residential properties in the city. Over 4,300 customers receive twice weekly garbage service and weekly bulk trash service. This Division also maintains the 90-gallon garbage containers in serviceable condition.

Goals

- Provide timely and efficient service to all residential solid waste customers.
- Collect additional fees as appropriate for bulky trash.
- Decrease incidents of property damage caused by our collection vehicles.

Objectives

Adhere to the published schedule of collection service.

Replace deteriorated containers to maintain the efficiency of the automated garbage collection vehicles.

Provide documentation of excessive trash to the Finance Department for collection.

Institute a regular program of safety awareness with drivers.

Be proactive in locating low-hanging utility lines or fence hazards to avoid damage to fences and the 90-gallon containers.

2006-07 Accomplishments

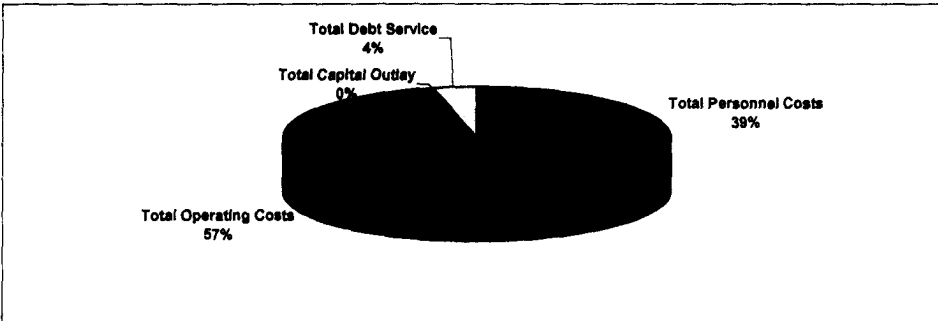
- Replaced 134 garbage containers
- Replaced 50 lids on garbage containers
- Replaced 11 handles/wheels on garbage containers

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$63,889 (3%) increase from FY2006-07 due to increased costs of solid waste tipping fees. This year's budget also includes the following increases:
- The current year budget includes a \$10 per month rate increase for all residential customers in order to ensure that the fund is self-sufficient.
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered

SANITATION FUND
Sanitation Operations - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 476,323	\$ 506,965	\$ 522,117	\$ 547,022	25.1%	4.8%
Overtime	9,126	32,403	47,338	40,000	1.8%	-15.5%
Payroll Taxes	38,906	41,707	43,563	44,907	2.1%	3.1%
Pension & Retirement	8,448	13,180	26,504	23,968	1.1%	-9.6%
Health Insurance	55,130	56,535	69,425	78,765	3.6%	13.5%
Workers' Compensation	109,006	85,272	126,234	125,711	5.8%	-0.4%
Total Personnel Costs	\$ 696,939	\$ 736,062	\$ 835,181	\$ 860,373	39.4%	3.0%
OPERATING						
Professional Services	156	-	-	-	0.0%	0.0%
Contractual Services	701,660	697,777	756,304	752,550	34.5%	-0.5%
Repairs & Maintenance	2,590	2,087	2,500	2,500	0.1%	0.0%
Credit Card Fees	5,965	6,525	5,000	7,800	0.4%	56.0%
Bank Charges	478	-	-	-	0.0%	0.0%
Operating Supplies	14,285	24,697	20,001	20,000	0.9%	0.0%
Fuels, Oils, Lubricants	39,871	55,819	52,256	52,000	2.4%	-0.5%
Training & Education	-	251	500	-	0.0%	-100.0%
Depreciation (non cash)	98,497	105,493	124,704	124,000	5.7%	-0.6%
Bad Debt Expense	(3,640)	5,462	-	-	0.0%	0.0%
Liability Insurance	38,976	42,312	40,798	38,312	1.8%	-6.1%
Fleet Maintenance	126,668	178,967	117,000	120,000	5.5%	2.6%
Management Fee to Gen. Fund	97,000	97,000	97,000	124,000	5.7%	27.8%
Telephone/Internet	1,867	1,716	2,094	2,097	0.1%	0.1%
Total Operating Costs	\$ 1,124,374	\$ 1,218,108	\$ 1,218,157	\$ 1,243,259	57.0%	2.1%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	-	-	0.0%	0.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	0.0%	0.0%
DEBT SERVICE						
Interest	717	-	8,272	5,617	0.3%	-32.1%
Principal	-	-	70,162	72,818	3.3%	3.8%
Total Debt Service	\$ 717	\$ -	\$ 78,434	\$ 78,434	3.6%	0.0%
TOTAL EXPENSES	\$ 1,822,030	\$ 1,954,168	\$ 2,131,772	\$ 2,182,067	100.0%	2.4%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Sanitation Foreman	1	1	1	1	7.7%	0.0%
Automated Equipment Operator	6	6	6	6	46.2%	0.0%
Refuse Truck Driver	4	4	4	4	30.8%	0.0%
Refuse Collector	2	2	2	2	15.4%	0.0%
FUND TOTAL	13	13	13	13	100.0%	0.0%

SANITATION DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
<u>Outputs</u>					
Percentage of cans collected each route	100%	100%	100%	100%	100%
<u>Efficiency</u>					
Reduce the number of days route not completed on time	Yes	Yes	Yes	Yes	Yes

Storm-water Fund

The Storm-water Division is a self-supporting operation engaged in the maintenance of the city's storm drainage system. The operation includes the installation and maintenance of the system that drains and conveys storm water from the streets and rights-of-ways to appropriate points of discharge. A flat monthly fee is charged to the city's metered customers for this service.

Specific functions of this Division include the cleaning of drains, inlets, outlets, ditches, canals and culverts. Maintenance of the canals is also an integral function included in this Division, requiring routine aquatic weed control and debris removal.

Goals

Complete the ongoing drainage improvements as prioritized in the Storm-water Master Plan.

Optimize the capacity of the existing storm drainage system

Remain in compliance with all National Pollution Discharge Elimination Standards (NPDES) requirements.

Objectives

Continue to act as the liaison to engineers and contractors for the ongoing design and capital construction of the city's storm drainage system.

Explore funded means of canal bank improvements.

Continue with a program of systematic storm drainage system cleaning using the Jet-Vac truck.

Perform regular trash removal from the canals.

Continue with our storm drain maintenance measures.

2006-07 Accomplishments

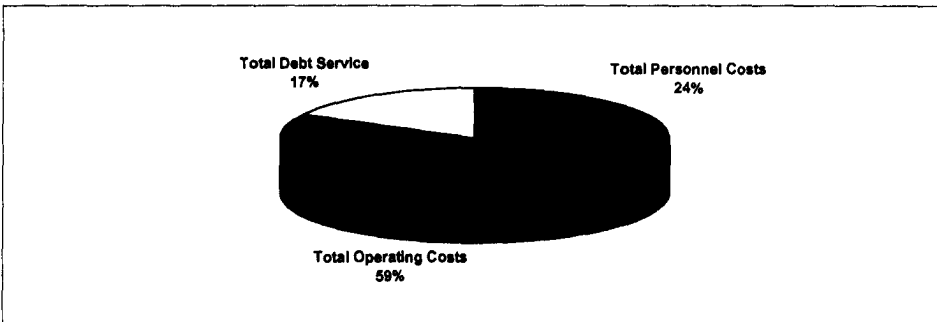
- Manholes, city-wide, have been inspected, serviced and cleaned
- Under requirements from NPDES, 198 storm drain decals have been replaced
- French drains and catch basins, city-wide, have been inspected, serviced and cleaned

FY 2007-08 Budget Highlights

- The FY 2007-08 budget reports a \$62,556 (15%) decrease from FY2006-07. This year's budget also includes the following increases:
- Salaries include a 3.0% cost of living (COLA) increase for all general employees.
- Health insurance costs are projected to increase by 10%.
- Liability insurance has increased by 40% for FY2007-08 mainly due to prior claims history as well as a revaluation of city assets performed by an appraisal in order to ensure that the city was adequately covered

STORMWATER FUND
Storm Water Operations - Expenditure Detail

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
PERSONNEL						
Salaries	\$ 49,222	\$ 58,559	\$ 60,995	\$ 62,850	17.9%	3.0%
Overtime	1,614	3,686	-	1,000	0.3%	100.0%
Payroll Taxes	4,098	4,749	4,666	4,885	1.4%	4.7%
Pension & Retirement	1,197	2,193	3,660	3,620	1.0%	-1.1%
Health Insurance	6,071	6,273	7,659	10,070	2.9%	31.5%
Workers' Compensation	525	5,869	405	409	0.1%	0.9%
Total Personnel Costs	\$ 62,728	\$ 81,329	\$ 77,385	\$ 82,834	23.6%	7.0%
OPERATING						
Professional Services	7,284	2,689	3,765	3,700	1.1%	-1.7%
Contractual Services	13,861	21,545	15,000	18,000	5.1%	20.0%
Utility Services	-	-	111	111	0.0%	0.0%
Repairs & Maintenance	53	-	700	-	0.0%	-100.0%
Rentals & Lease	-	-	525	-	0.0%	-100.0%
Bank Charges	60	-	-	-	0.0%	0.0%
Credit Card Fees	746	816	700	1,000	0.3%	42.9%
Operating Supplies	2,965	3,375	3,200	1,000	0.3%	-68.8%
Fuels, Oils, Lubricants	3,119	4,035	4,396	3,000	0.9%	-31.8%
Training & Education	-	-	500	-	0.0%	-100.0%
Depreciation (non cash)	128,598	119,027	130,000	137,000	39.1%	5.4%
Bad Debt Expense	2,697	2,088	-	-	0.0%	0.0%
Liability Insurance	5,040	5,688	5,643	5,543	1.6%	-1.8%
DERM Fee	425	-	552	600	0.2%	8.7%
Fleet Maintenance	14,081	9,201	11,000	15,500	4.4%	40.9%
Management Fee to Gen. Fund	18,000	18,000	18,000	20,000	5.7%	11.1%
Telephone/Internet	1,535	1,613	1,537	1,537	0.4%	0.0%
Total Operating Costs	\$ 198,463	\$ 188,077	\$ 195,629	\$ 206,991	59.1%	5.8%
CAPITAL OUTLAY						
Improvements Other than Bldg	-	-	100,000	-	0.0%	-100.0%
Machinery & Equipment	-	-	-	-	0.0%	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 100,000	\$ -	0.0%	-100.0%
DEBT SERVICE						
Interest	-	-	-	19,000	5.4%	100.0%
Principal	-	-	41,458	41,458	11.8%	0.0%
Total Debt Service	\$ -	\$ -	\$ 41,458	\$ 60,458	17.3%	45.8%
TOTAL EXPENSES	\$ 261,191	\$ 269,406	\$ 414,472	\$ 350,283	100.0%	-15.8%



Personnel Summary

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
Maintenance Worker I	1	1	1	1	50.0%	0.0%
Heavy Equipment Operator	1	1	1	1	50.0%	0.0%
FUND TOTAL	2	2	2	2	100.0%	0.0%

STORMWATER DEPARTMENT PERFORMANCE MEASURES

Indicator	2005-2006 Goal	2005-2006 Actual	2006-07 Goal	2006-07 Actual	2007-08 Goal
<u>Outputs</u>					
Number of catch basins cleaned	100%	100%	100%	100%	100%
Linear feet of stormdrain jetted	1,000	100%	1000	100%	5000
Linear feet of sewer main jetted	5,000	100%	5000	22,172	5000
Completion of Basin 14	90%	99%	-----	100%	-----
Basin 13 Dove Ave & Park Area			100%	Postponed	100%
<u>Effectiveness</u>					
Number of working days Vaccon on the road	225	193	235	179	200
<u>Efficiency</u>					
Number of drains cleaned per day	6	6	6	6	8

DEBT SERVICE FUND

Debt Service Fund

Mission Statement

**To optimize City resources in
obtaining funds for City projects.**

Debt Service Fund

This fund accounts for the principal and interest payments on the City's \$5 million General Obligation Bonds Series 1997 issued to purchase the golf course. These bonds are being paid through an ad-valorem tax assessment approved by City voters.

Goals

To finance projects utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.

Objectives

To account for the servicing of general long-term debt not being financed by proprietary or non-expendable trust funds, and to maintain the highest possible bond ratings for the marketability of the City's debt.

2006-07 Accomplishments

All bond payments were timely paid and the City is in compliance with the Bond Indenture Covenants.

DEBT SERVICE FUNDS
\$5,000,000 General Obligation Bonds
Series 1997

The Series 1997 Bonds were issued to provide a funding mechanism to: (1) finance the costs for the acquisition of the Miami Springs Golf and Country Club facility located within the municipal limits of the City from the City of Miami, Florida; (2) fund the necessary improvements required to update, improve and enhance the facility; (3) capitalize the first round of interest on the Series 1997 bonds; and (4) provide sufficient cash and working capital to pay certain costs and expenses related to the issuance of the Series 1997 Bonds as defined in the Bond Resolution.

The overall project set forth criteria identified and authorized by the City Council. These tasks included the acquisition of the golf course facility and renovation of the club house and grounds. The renovation projects include the rehabilitation of the holes with expanded landscaping. Also, the rehabilitation includes modernizing the clubhouse and adjacent facilities. Additionally, the project defined the renovation of the parking facilities, driveways, and common areas adjacent to the course including comprehensive lighting installations and/or replacement efforts, signage, and resurfacing of all right-of-ways.

The City closed on the purchase of the properties in October 1998. The initial deposit of \$300,000 was held in escrow and in October 1997, the property was purchased for the sum of \$3,000,000 from the City of Miami, Florida. During FY 1997-98, renovation projects were fully underway including landscape improvements, sidewalk and easement installations, parking facility and sign programs and other enhancements to the course.

Additional modifications to the facility include the "swapping" of the front and back "9", expansion to the kitchen and related facilities, comprehensive renovation to the clubhouse and banquet facilities, purchase of new furniture, fixtures and equipment.

Standard and Poor's upgraded the City's credit rating from BBB+ with a negative outlook to BBB+ with a stable outlook in December 2004. This improved rating was based upon the audited financial report which projected an increase in the unreserved general fund balance as of 9/30/03.

Debt service costs on this issue for FY 2007/2008 includes \$166,176 for interest payable in two equal installments of 83,088 each on February 1 and August 1, 2008, and \$230,000 applied to the principal and scheduled for disbursement on February 1, 2008. Revenues to fund these expenditures are provided by subordinated, voter approved ad valorem levies of 0.3579 mills.

City of Miami Springs, Florida
\$5,000,000 General Obligation Bonds, Series 1997

SOURCES OF FUNDS

Series 1997 Bond Proceeds	\$ 5,000,000.00
Less: Original Issue Discount	(4,388.00)
Plus: Estimated Interest Earnings	99,457.00
<i>Total Sources of Funds</i>	<u>5,095,069.00</u>

USES OF FUNDS

Acquisition of Golf Course	\$ 3,135,000.00
Deposits to escrow fund (SLGS)	1,600,000.00
Cost of capital improvements	117,061.00
Cost of issuance	199,258.00
Underwriters discount	43,750.00
<i>Total Uses of Funds</i>	<u>5,095,069.00</u>

The Charter of the City of Miami Springs imposes no bonded debt limit.

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	Principal	Interest	Total Debt Service Costs
1998	-	\$ 224,351.88	\$ 224,351.88
1999	155,000.00	241,647.50	396,647.50
2000	160,000.00	235,267.50	395,267.50
2001	165,000.00	228,522.50	393,522.50
2002	175,000.00	221,295.00	396,295.00
2003	185,000.00	213,462.50	398,462.50
2004	190,000.00	205,117.50	395,117.50
2005	200,000.00	196,292.50	396,292.50
2006	210,000.00	186,860.00	396,860.00
2007	220,000.00	176,807.50	396,807.50
2008	230,000.00	166,175.00	396,175.00
2009	245,000.00	154,771.25	399,771.25
2010	255,000.00	142,518.75	397,518.75
2011	270,000.00	129,457.50	399,457.50
2012	285,000.00	115,511.25	400,511.25
2013	300,000.00	100,665.00	400,665.00
2014	315,000.00	84,667.50	399,667.50
2015	330,000.00	67,575.00	397,575.00
2016	350,000.00	49,555.00	399,555.00
2017	370,000.00	30,475.00	400,475.00
2018	390,000.00	10,335.00	400,335.00
Total	\$ 5,000,000.00	\$ 3,181,330.63	\$ 8,181,330.63

DEBT SERVICE FUNDS
\$11,435,000 Utilities System Revenue
Refunding and Improvement Bonds, Series 1998

Note: The Charter of the City of Miami Springs imposes no bonded debt limit on revenue bonds.

The 1998 Revenue Refunding and Improvement Bonds were sold in March 1998, to provide for a series of projects. The bonds were sold to finance the cost of acquiring, constructing, renovating, installing and equipping additions and improvements to the collection and transmission facilities of the Miami Springs Waste water (sewer) system. The additions and improvements include repair and rehabilitation to the sewer lines to mitigate storm water and groundwater infiltration and inflow into the System; improve the force main manifold system such as the introduction of new force mains, modernization efforts of the pump stations and related upgrades, performance enhancement efforts to ensure the reliability of the transmission of effluent to the County along with refinancing the approximately \$7,200,000 outstanding from the Series 1994 bonds.

The system had demonstrated continued deterioration. Aged over 25 years, the system required significant and material renovation efforts to ensure the reliability and safety of the system. After months of negotiations fell through related to the potential sale or transfer of the system to other governmental agencies, the City Council directed the administration to proceed with the sale of these bonds.

Subsequent to extensive study and research with the City's external engineers, Post Buckley Schuh & Jernigan, a report was prepared identifying 99 specific locations in the system for immediate repair. These repairs were listed in order of highest need. The projected costs to repair these areas amounted to just over \$4,200,000. While these repairs will not generate "savings", they will reduce costs. Accordingly, the engineers calculated costs required to repair these problems (bringing the system to approximately 70% of acceptable levels of loss). Correspondingly, these repairs will reduce the loss and, in the same light, reflect lower fees paid to the County for disposal costs.

Debt service costs on this issue for FY 2007-2008 includes \$404,424 for interest payable in two equal installments of \$202,212 each on March 1 and September 1, 2008, and \$430,000 applied to the principal and scheduled for disbursement on September 1, 2008. All other operating costs related to day-to-day functions including personnel, operations, non-project capital, administrative and depreciation charges of the waste water (sewer) system are identified in the Sewer Operations Enterprise Fund and fully funded by projected user fees.

City of Miami Springs, Florida
\$11,435,000 Utility System Revenue Refunding Bond, Series 1998

SOURCES OF FUNDS

Series 1998 Bond Proceeds	\$ 11,435,000.00
Less: Original Issue Discount	(146,112.00)
Plus: Estimated Interest Earnings	169,629.00
Transfer from Reserve Fund for Prior bonds	844,590.00
<i>Total Sources of Funds</i>	<u>12,303,107.00</u>

USES OF FUNDS

Deposits to escrow fund (SLGS)	\$ 7,506,914.00
Cost of capital improvements	4,370,000.00
Cost of issuance	279,825.00
Underwriters discount	146,368.00
<i>Total Uses of Funds</i>	<u>12,303,107.00</u>

The Charter of the City of Miami Springs imposes no bonded debt limit.

DEBT SERVICE DISBURSEMENT SCHEDULE BY YEAR

Year End 9/30/xx	Principal	Interest	Total Debt Service Costs
1998	-	\$ 178,895.83	\$ 178,895.83
1999	295,000.00	536,687.50	831,687.50
2000	310,000.00	525,625.00	835,625.00
2001	320,000.00	513,225.00	833,225.00
2002	335,000.00	500,265.00	835,265.00
2003	350,000.00	486,362.50	836,362.50
2004	360,000.00	471,662.50	831,662.50
2005	375,000.00	456,362.50	831,362.50
2006	395,000.00	440,050.00	835,050.00
2007	410,000.00	422,670.00	832,670.00
2008	430,000.00	404,425.00	834,425.00
2009	450,000.00	385,075.00	835,075.00
2010	470,000.00	364,825.00	834,825.00
2011	490,000.00	343,440.00	833,440.00
2012	515,000.00	320,410.00	835,410.00
2013	540,000.00	295,690.00	835,690.00
2014	565,000.00	269,500.00	834,500.00
2015	595,000.00	241,250.00	836,250.00
2016	620,000.00	211,500.00	831,500.00
2017	655,000.00	180,500.00	835,500.00
2018	685,000.00	147,750.00	832,750.00
2019	720,000.00	113,500.00	833,500.00
2020	755,000.00	77,500.00	832,500.00
2021	795,000.00	39,750.00	834,750.00
Total	\$ 11,435,000.00	\$ 7,926,920.83	\$ 19,361,920.83

LEGAL DEBT MARGIN

The necessity to incur debt in order to finance the capital program carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City's capacity to incur and repay additional debt bear careful examination.

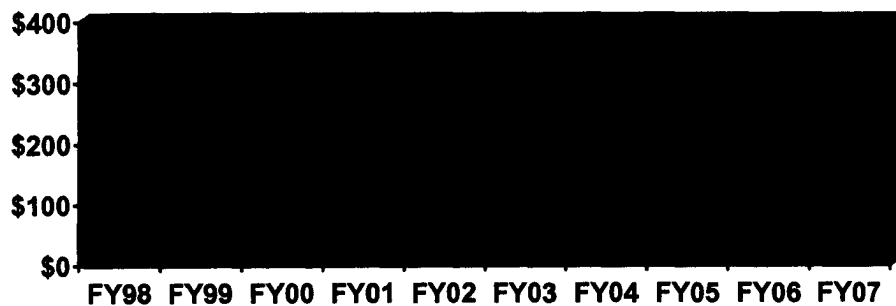
City Charter section 1.04(4) states that the City shall not issue ad valorem bonds the outstanding total amount of which shall obligate the City in excess of 15% of the assessed valuation of the real property within the City. The 1997 General Obligation Bonds Series 1997 are the only ad-valorem bonds issued by the City.

The City's bonded debt margin for FY 2007-08 is as follows:

Assessed valuation 2007 roll	<u>\$ 1,121,622,220</u>
Bonded debt limit- 15% of assessed value	\$ 168,243,333
Total ad valorem debt- General Obligation Bonds	\$ 3,340,000
Amount pf debt applicable	<u>\$ 3,560,000</u>
Debt Margin Available	<u>\$ 164,683,333</u>

The data below are based on the \$5 million General Obligation Bonds Series 1997:

BONDED DEBT PER CAPITA G.O. BONDS



CITY OF MIAMI SPRINGS
DEBT SERVICE FUND

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Principal	\$ 200,000	\$ 210,000	\$ 220,000	\$ 230,000	57.7%	4.5%
Interest	196,293	186,860	176,808	166,175	41.7%	-6.0%
Administrative charges	1,750	1,750	1,800	2,100	0.5%	16.7%
TOTAL EXPENSES	\$ 398,043	\$ 398,610	\$ 397,608	\$ 398,275	100.0%	-0.1%

DEBT SERVICE FUND PERFORMANCE MEASURES

Indicator	2005-2006 Actual	2006-07 Actual	2007-08 Goal
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Outputs

Number of Payments	4	4	4
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Efficiency

% of payments made in accordance with bond indentures	100%	100%	100%
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CAPITAL PROJECTS FUND

Capital Projects Fund

Mission Statement

**To account for the funding of
municipal construction
projects with the objective of
ensuring that only
appropriated funds pertaining
to each project are utilized.**

Capital Projects Fund

The Capital Projects Fund is used to account for the funding of municipal construction projects city-wide.

Goals

To complete projects on time and within the established project budget.

Objectives

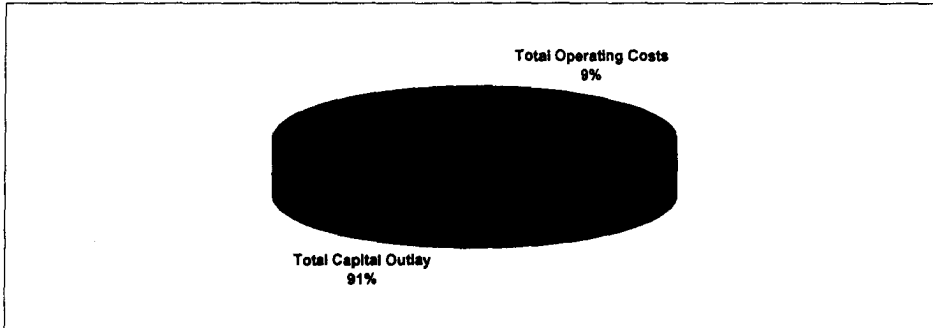
To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

2007-2008 Budget Highlights

- The current year budget provides for a \$2 million renovation of the Curtis Mansion . Funding is provided through a combination of grants, \$1 million from the Miami Dade County GOB bonds, and \$1 million from the Florida Department of Transportation.
- The FY2008 budget also funds for a \$1.6 million construction/renovation of the recreation complex. Funding is provided through a \$1.5 million grant from the Miami Dade County GOB bonds, and \$100,000 from the Federal government.

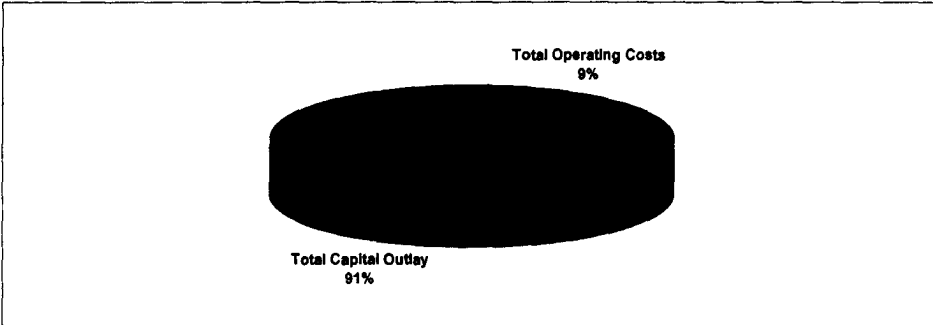
CAPITAL PROJECTS FUND
Curtis Mansion Restoration

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Professional Services	\$ -	\$ -	\$ -	\$ 170,000	9.3%	100.0%
Audit fees	-	-	-	5,000	0.2%	100.0%
<i>Total Operating Costs</i>	\$ -	\$ -	\$ -	\$ 175,000	8.7%	100.0%
CAPITAL OUTLAY						
Buildings	-	-	-	1,830,000	91.3%	100.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ 1,830,000	91.3%	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ 2,005,000	100.0%	100.0%



CAPITAL PROJECTS FUND
Recreation Complex Project

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Amended Budget	FY 2007-08 Budget	% of Total	% Change from 2006-07
OPERATING						
Professional Services	\$ -	\$ -	\$ -	\$ 150,000	9.4%	100.0%
<i>Total Operating Costs</i>	\$ -	\$ -	\$ -	\$ 150,000	9.4%	100.0%
CAPITAL OUTLAY						
Buildings	-	-	-	1,450,000	90.6%	100.0%
<i>Total Capital Outlay</i>	\$ -	\$ -	\$ -	\$ 1,450,000	90.6%	100.0%
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ 1,600,000	100.0%	100.0%



CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENTS PLAN

Following is the city's capital improvements plan for FY07-08 and a five year projection. Included in the plan are capital expenditures and capital projects. They are defined as follows:

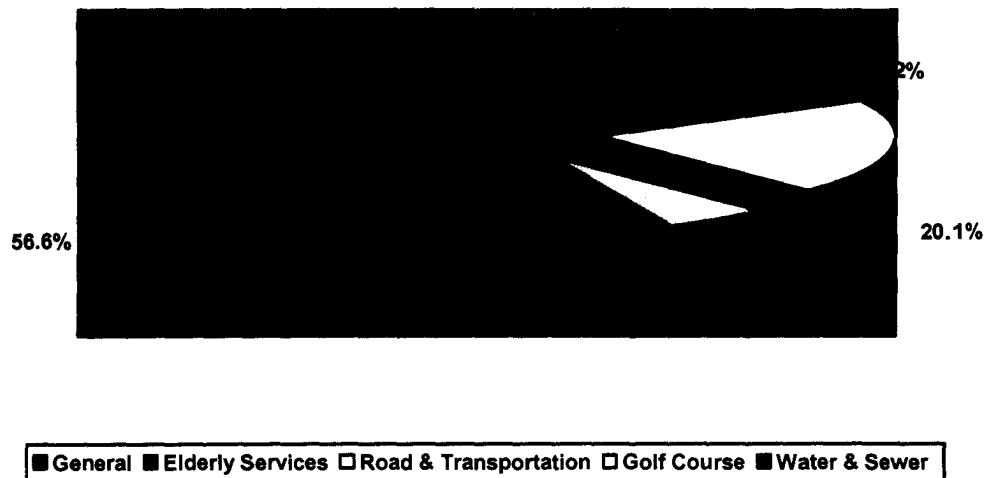
Capital Expenditures- Charges for the acquisition at the delivered price including transportation costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$1,000 and a useful life expectancy of more than one year.

Capital Projects- An undertaking that has a specific objective, can be easily distinguishable from other work being performed, has a definite beginning and end, does not occur annually, and has a total cost in excess of \$50,000.

Following are graphic comparisons of budgeted capital and a detailed listing of capital by department and fund. In all cases, when departments submit their capital budgets, the requests for capital outlay must have an indication of the effect on operating costs and income.

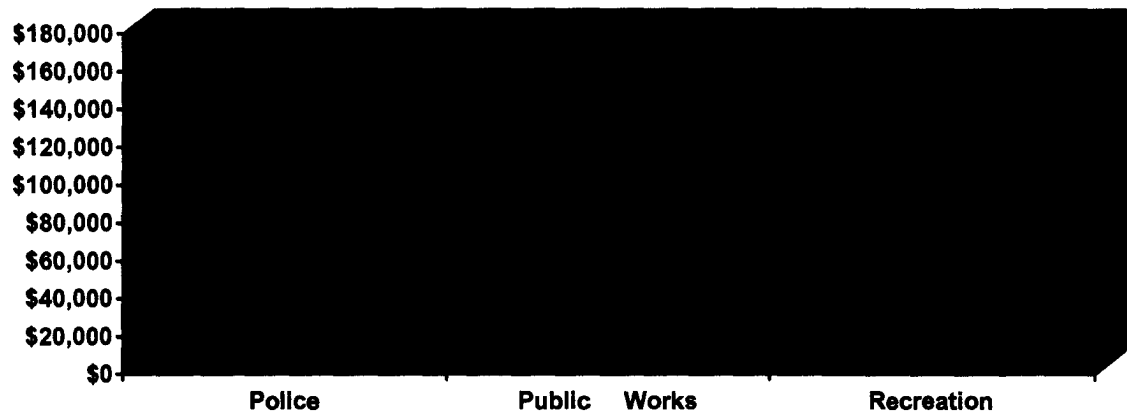
Below are graphic illustrations of planned capital expenditures for FY07-08 broken out for general fund by department and in total by fund.

07-08 Capital Improvements-All Funds



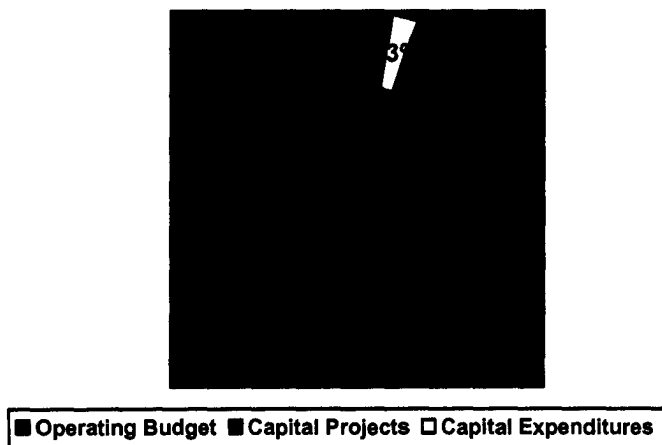
CAPITAL IMPROVEMENTS PLAN

General Fund Capital FY 07-08



The chart below shows the relationship between the operating budget-all funds and capital expenditures for FY07-08.

FY 07-08 Operating-Capital Budgets



CAPITAL PROJECTS SUMMARY

Following is a listing of major capital projects planned for the city. The projects are listed out in detail on the following pages. Also shown, is the impact that the project will have on operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

Positive- The project will either generate some revenue to offset expenses or will actually reduce operating costs.

Negligible- The impact will be very small. It will generate less than \$10,000 per year in increased operating procedures.

Slight- The impact will be between \$10,001 and \$50,000 in increased operating expenditures.

Moderate- The impact will be between \$50,001 and \$100,000 in increased operating expenditures.

High- This project will cause an increase in operating expenditures of \$100,001 or more annually.

Although some projects are hard to define as far as impact on the operating budget, we have done our best to estimate what future expenditures will be necessary in relation to the project. For an example of the type of impact, see the specific project sheet on the following pages.

PROJECT REQUEST

Project Name: *Sewer System Sleeving*

Estimated total Cost of Project (All Accounts)

\$ 800,000

Funding Sources:

The city will be required to issue a bond to cover the costs of this project.

Project Description

1. Location

Sleeving of sewer infrastructure citywide based on recommendations of the city's engineers

2. Work to be Performed

Sleeving of sewer infrastructure citywide based on recommendations of the city's engineers

3. Reason for Work

The system is experiencing a significant amount of I&I resulting in increased amounts of sewer processing costs

4. Impact on Operating Budget-Positive

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

It is expected that the sleeving will result in a significant savings in reduced sewer processing costs, however the amount of the savings cannot be determined at the present time with any degree of accuracy.

PROJECT REQUEST

Project Name: *Water Distribution System Repairs*

Estimated total Cost of Project (All Accounts)

\$200,000

Funding Sources:

Project is funded from water and sewer revenues

Project Description

1. Location

Repairs of water system infrastructure citywide.

2. Work to be Performed

Continue to replace old two-inch galvanized mains with four-inch PVC. Replace valves and fire hydrants. Leak detection program.

3. Reason for Work

Old lines are corroded and weak. Valves are inoperable and hydrant connections leak.

4. Impact on Operating Budget-Positive

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

Water main replacement will improve the service pressure to residents and eliminate high potential for leaks. Replaced valves will allow for better isolation of distribution system segments for repairs and replacement. Leak detection efforts will decrease the overall consumption by the city.

PROJECT REQUEST

Project Name: *Street and Sidewalk repairs*

Estimated total Cost of Project (All Accounts)

\$355,000

Funding Sources:

Funding is available from Local Option Gas Tax and the CITT/PTP (People's Transportation tax)

Project Description

1. Location

Citywide

2. Work to be Performed

Street/sidewalk improvements

3. Reason for Work

To correct the deterioration of the streets and sidewalks.

4. Impact on Operating Budget-Negligible

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

Annual cost of grounds maintenance of the median area:

Personal Services \$1,000

Total **\$1,000**

PROJECT REQUEST

Project Name: *Tennis Court Improvements*

Estimated total Cost of Project (All Accounts)

\$21,000

Funding Sources:

Funding will be provided from general fund revenues

Project Description

1. Location

Tennis Courts

2. Work to be Performed

Resurfacing of the city's tennis courts

3. Reason for Work

The courts are currently not level and have numerous cracks

4. Impact on Operating Budget-Negligible

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

No impact.

PROJECT REQUEST

Project Name: *Curtiss Mansion Renovation*

Estimated total Cost of Project (All Accounts)

\$2,005,000

Funding Sources:

Funding is available from the Miami Dade County GOB grant and the Florida Department of Transportation grant.

Project Description

1. Location

Curtiss Mansion

2. Work to be Performed

Renovation of mansion

3. Reason for Work

To preserve and renovate the city's most important historical site.

4. Impact on Operating Budget-Negligible

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

There will not be a cost to the city since it is expected that future revenues generated from the museum and rental charges will cover the annual cost of upkeep.

PROJECT REQUEST

Project Name: *Gymnasium Renovation*

Estimated total Cost of Project (All Accounts)

\$1,600,000

Funding Sources:

Funding is available from the Miami Dade County GOB grant

Project Description

1. Location

Recreation Building-Westward Drive

2. Work to be Performed

Renovation of gymnasium

3. Reason for Work

The gymnasium is over 50 years old and in need of major repairs.

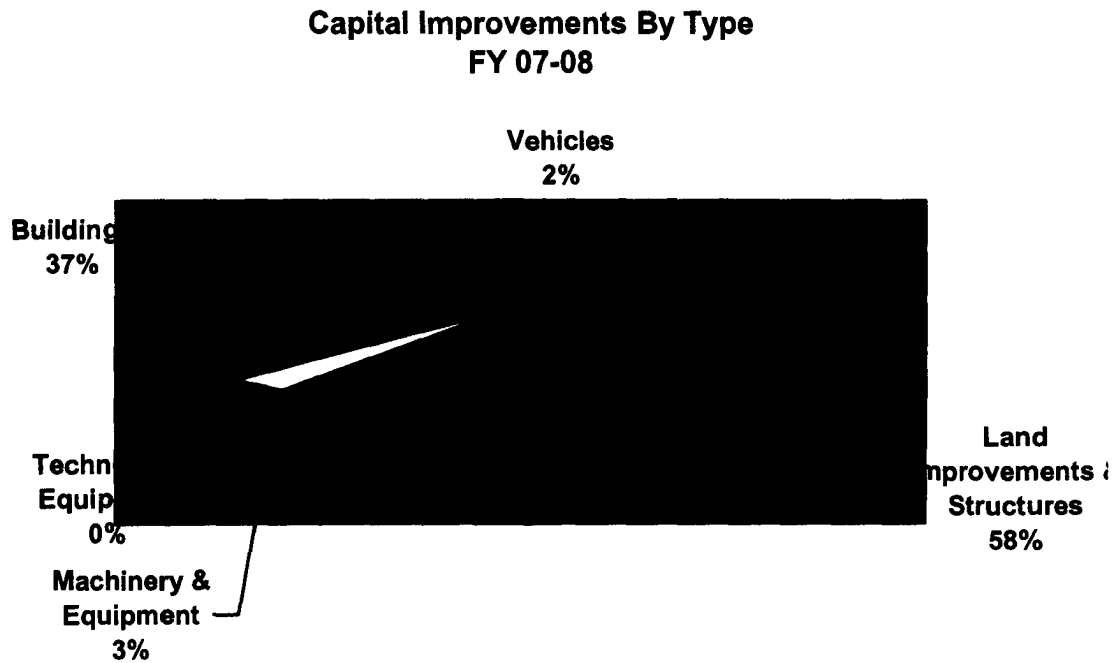
4. Impact on Operating Budget-Negligible

(Discussion of recurring costs, savings that will be realized, benefit to the city & residents)

No impact.

CAPITAL IMPROVEMENTS BY TYPE

Following is a graphic comparison of the capital improvements plan by type of improvement. It is useful to see what types of improvements the city has planned for the FY07-08.



CITY OF MIAMI SPRINGS
CAPITAL EXPENDITURE SUMMARY-ALL FUNDS

Department	Total Budgeted	Description of expenditure	
Police	\$ 161,400	Three marked patrol units @ \$25,000/each	75,000
		One patrol K-9 Ford Explorer	27,500
		Four new motorcycles with ABS, LED lighting and equipment exchange	24,700
		One new LED lightbar with siren controller and LED lights	2,200
		Computer equipment (replacement)	20,000
		Two AED machines	12,000
			<u>161,400</u>
Public Services	\$ 20,200	Heavy duty office shredder	1,200
		Replace acoustical ceiling at Senior Center	19,000
			<u>20,200</u>
Recreation	\$ 121,500	WiFi security system	20,000
		Netting for batting cages	4,000
		Dugout covers	65,000
		Replace 5 outdoor drinking fountains	10,000
		Resurface 3 tennis courts	21,000
		Field marking paint machine	1,500
			<u>121,500</u>
Road & Transportation	\$ 355,000	Street and sidewalk repairs	355,000
			<u>355,000</u>
Elderly services	\$ 2,800	4 Well Steam Table	2,800
			<u>2,800</u>
Golf Course	\$ 106,832	Foley Accupro Spin/Relief Grinder w/ Hoist	23,045
		Toro Geens Master 3150 (18HP) Triplex	23,415
		Toro Geens Master 3150 (18HP) Triplex	23,415
		Irrigation improvements	20,000
		Astec Rough Articulator Model 721XR	16,957
			<u>106,832</u>
Water and sewer	\$ 1,000,000	Water line repairs	200,000
		Sewer TV and Sleeving Work	800,000
			<u>1,000,000</u>
Capital Projects	\$ 3,605,000	Curtis Mansion Renovation	2,005,000
		Recreation Center Project	1,600,000
			<u>3,605,000</u>
Total	\$ 5,372,732	Total	\$ 5,372,732

CAPITAL EXPENDITURE SUMMARY-ALL FUNDS

Below is a summary of all capital expenditures included in the budget for FY 2007-08:

BY FUND		BY DEPARTMENT		BY CATEGORY	
General	\$ 303,100	Police	161,400	Vehicles	129,400
Road & Transportation	355,000	Public Services	20,200	Technology	20,000
Elderly services	2,800	Recreation	121,500	Machinery & Equipment	134,332
Golf Course	106,832	Road & Transportation	355,000	Improvements O/T Buildings	3,084,000
Water and sewer	1,000,000	Elderly services	2,800	Buildings	2,005,000
Capital Projects	3,605,000	Golf Course	106,832		
		Water and sewer	1,000,000		
		Capital Projects	3,605,000		
Total	\$ 5,372,732	Total	\$ 5,372,732	Total	\$ 5,372,732

5 YEAR CAPITAL IMPROVEMENT PLAN

**CITY OF MIAMI SPRINGS
CAPITAL IMPROVEMENT PLAN (5 YEARS)**

	SOURCE OF FUNDING	2008-2009	2009-2010	2010-11	2011-12	2012-13	Totals
ADMINISTRATIVE SERVICES							
Computer Equipment-City Clerk	Revenues	-	-	1,000	-	-	1,000
Telephone system		60,000					60,000
GENERAL GOVERNMENT-REAL PROPERTY							
Linear Park	Grant	75,000	75,000	50,000			200,000
	City Match-Revenues	75,000	75,000	50,000			200,000
POLICE							
Police Cars	Revenues	106,000	109,000	112,300	115,700	119,200	562,200
Motorcycles	Revenues		25,500		26,300		51,800
Police radars	Revenues		2,600		2,700		5,300
Computer Equipment	Revenues	15,000	15,000	15,000	15,000	15,000	75,000
Vehicle Light Bars	Revenues	2,060	2,122	2,185	2,251	2,320	10,938
GOLF COURSE							
Maintenance Equipment	Revenues	126,000	80,000	127,000	100,000	100,000	533,000
Golf Course Improvements	Revenues	110,000	90,000	75,000	90,000	90,000	455,000
INFORMATION TECHNOLOGY							
Computer Equipment	Revenues	3,000	12,000	3,000	3,000	3,000	24,000
RECREATION							
Office Equipment	Revenues	4,000					4,000
Field Improvement	Grant	25,000					25,000
Computer Equipment	Revenues	400					400
Resurface tennis courts	Revenues			30,000			30,000
PUBLIC WORKS							
pickup trucks	Revenues	20,000	21,000	22,000	23,000		86,000
Reroof City Hall	Revenues	-	-	20,000			20,000
Reroof of Senior center	Revenues	18,000					18,000
Reroof of Golf Course Clubhouse	Revenues		40,000				40,000
TOTAL GENERAL FUND		639,480	547,222	507,485	377,951	329,520	2,401,638
ELDERLY SERVICES							
Computer Equipment-Senior Center	Revenues	2,750	-				2,750
Building Improvements-Covered Walkway	Revenues	20,000					20,000
Vehicles	Revenues		50,000				50,000
New Building	Bond/Grant		-	1,500,000			1,500,000
TOTAL SENIOR CENTER		22,750	50,000	1,500,000	-	-	1,572,750
ROAD AND TRANSPORTATION							
streetlight improvements	CITT Funds	100,000	100,000	100,000	100,000	100,000	500,000
street/sidewalk milling and resurfacing	CITT Funds	60,000	60,000	60,000	60,000	60,000	300,000
TOTAL ROAD & TRANS.		160,000	160,000	160,000	160,000	160,000	800,000
WATER & SEWER SYSTEM							
Sewer Improvements	Revenues	1,000,000	1,000,000	750,000	750,000	750,000	4,250,000
F250 utility truck	Revenues		-	28,000	-		28,000
backhoe	Revenues					40,000	40,000
pickup truck	Revenues	20,000					20,000
SANITATION							
New Sanitation Vehicles	Revenues		150,000				150,000
crane	Revenues		117,000	-	60,000		177,000
STORMWATER							
vaccon truck	Revenues					180,000	180,000
drainage/pump station improvements	Grant/Revenues	300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL ENTERPRISE FUNDS		1,320,000	1,567,000	1,078,000	1,110,000	1,270,000	6,345,000
TOTAL ALL FUNDS		2,142,210	2,324,222	3,245,485	1,647,951	1,759,520	11,119,388

CHANGES IN FUND BALANCES/NET ASSETS

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- General Fund

The General Fund is used to account for all financial resources of the City, which are not legally required to be accounted for in another fund. It is the chief operating fund of the City.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Amended	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 2,889,407	\$ 3,015,292	\$ 4,218,574	\$ 3,605,609		
Revenues/Sources						
Taxes	6,040,426	6,890,884	7,260,190	6,661,055	52.2%	-8.3%
Franchise Fees	797,020	866,572	833,404	889,200	7.0%	6.7%
Utility Taxes	1,577,934	1,635,233	1,531,290	1,582,174	12.4%	3.3%
Licenses and Fees	358,741	429,946	374,730	538,993	4.2%	43.8%
Intergovernmental Revenues	1,582,218	1,697,010	1,753,308	1,685,625	13.2%	-3.9%
Charges for Services	221,143	235,257	248,949	206,220	1.6%	-17.2%
Fines and Forfeitures	176,747	143,724	188,155	183,773	1.4%	-2.3%
Interest Income	141,230	273,576	266,679	279,000	0.0%	4.6%
Miscellaneous	160,069	121,242	113,650	140,229	1.1%	23.4%
Interfund Transfers	425,000	425,000	522,686	584,000	0.0%	11.7%
Proceeds from Debt	-	350,000	35,000	-	0.0%	0.0%
Total revenues/sources	11,480,528	13,168,443	13,128,040	12,750,269	100.0%	-2.9%
Expenditures/Uses						
General Government	\$ 2,012,079	\$ 2,011,790	\$ 2,240,899	\$ 2,277,715	18.2%	1.6%
Public Safety	4,514,937	4,833,427	5,693,680	5,878,568	47.0%	3.2%
Public Services	1,693,009	2,248,870	2,381,333	2,017,089	16.1%	-15.3%
Recreation and Culture	937,962	1,029,918	1,931,933	1,333,035	10.7%	-31.0%
Non-Departmental	159,071	393,851	981,680	860,261	6.9%	-12.4%
Interfund Transfers Out	2,017,584	1,447,306	511,480	148,884	1.2%	-70.9%
Total Expenditures/uses	\$ 11,334,643	\$ 11,965,161	\$ 13,741,005	\$ 12,515,552	100.0%	-8.9%
Excess(Deficit) of revenues over expenditures	\$ 125,885	\$ 1,203,282	\$ (612,965)	\$ 234,717		
Ending Balances	\$ 3,015,292	\$ 4,218,574	\$ 3,605,609	\$ 3,840,326		

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Road and Transportation Fund

The Road and Transportation fund is used to account for the receipts and disbursements of funds earmarked for transportation and road improvements.
Funds are provided from the Local Option GasTax and the Peoples' Transportation Tax.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 948,929	\$ 939,129	\$ 1,118,206	\$ 688,672		
Revenues/Sources						
Intergovernmental Revenues	547,481	544,138	571,958	594,783	100.0%	4.0%
Miscellaneous	7,702	11,806	-	-	0.0%	0.0%
Interfund Transfers	-	-	-	-	0.0%	0.0%
Total revenues/sources	555,183	555,945	571,958	594,783	100.0%	4.0%
Expenditures/Uses						
General Government	564,983	376,868	1,001,492	649,451	100.0%	-35.2%
Total Expenditures/uses	\$ 564,983	\$ 376,868	\$ 1,001,492	\$ 649,451	100.0%	-35.2%
Excess(Deficit) of revenues over expenditures	\$ (9,800)	\$ 179,077	\$ (429,534)	\$ (54,668)		
Ending Balances	\$ 939,129	\$ 1,118,206	\$ 688,672	\$ 634,004		

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance-Elderly Services

The Senior Center Fund accounts for federal grant funding related to assistance for the elderly, as well as the City's matching contribution as required by the grant agreements.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 25,784	\$ 92,311	\$ 24,137	\$ 24,137		
Revenues/Sources						
Intergovernmental Revenues	230,415	201,486	201,193	198,803	58.2%	-1.2%
Interfund Transfers	128,646	30,497	165,301	142,716	41.8%	-13.7%
Total revenues/sources	359,061	231,983	366,494	341,519	100.0%	-6.8%
Expenditures/Uses						
Recreation and Social Services	292,535	300,157	366,494	341,519	100.0%	-6.8%
Total Expenditures/uses	\$ 292,535	\$ 300,157	\$ 366,494	\$ 341,519	100.0%	-6.8%
Excess(Deficit) of revenues over expenditures	\$ 66,527	\$ (68,174)	\$ -	\$ 0		
Ending Balances	\$ 92,311	\$ 24,137	\$ 24,137	\$ 24,137		

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance-Golf Course Fund

The Golf Course Fund accounts for all revenues and expenses related to the golf course operation.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 31,963	\$ 110,986	\$ 0	\$ 0		
Revenues/Sources						
Charges for Services	1,418,086	1,129,747	1,412,727	1,491,655	100.0%	5.6%
Interest Income	575	-	-	-	0.0%	0.0%
Proceeds from debt	-	274,892	90,281	-		
Interfund Transfers	953,699	437,148	22,357	-	0.0%	-100.0%
Total revenues/sources	2,372,360	1,841,787	1,525,365	1,491,655	100.0%	-2.2%
Expenditures/Uses						
Recreation and Social Services	2,293,338	1,952,772	1,525,365	1,480,295	100.0%	-3.0%
Total Expenditures/uses	\$ 2,293,338	\$ 1,952,772	\$ 1,525,365	\$ 1,480,295	100.0%	-3.0%
Excess(Deficit) of revenues over expenditures	\$ 79,023	\$ (110,985)	\$ -	\$ 11,360		
Ending Balances	\$ 110,986	\$ 0	\$ 0	\$ 11,361		

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Debt Service Fund

The Debt Service Fund is used to account for the revenues and expenditures related to general government debt services..

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 100,820	\$ 100,207	\$ 102,026	\$ 99,686		
Revenues/Sources						
Ad-Valorem Taxes	397,429	400,430	398,960	398,275	100%	-0.2%
Total revenues/sources	397,429	400,430	396,268	398,275	100%	0.5%
Expenditures/Uses						
Principal Payments	200,000	210,000	220,000	230,000	58%	4.5%
Interest Payments	196,293	186,860	176,808	166,175	42%	-6.0%
Administrative Expenses	1,750	1,750	1,800	2,100	1%	0.0%
Total Expenditures/uses	\$ 398,043	\$ 398,610	\$ 398,608	\$ 398,275	100%	-0.1%
Excess(Deficit) of revenues over expenditures	\$ (613)	\$ 1,820	\$ (2,340)	\$ -		
Ending Balances	\$ 100,207	\$ 102,026	\$ 99,686	\$ 99,686		

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Law Enforcement Trust Fund

The Law Enforcement Trust Fund is used to account for the receipts of funds related to property seized from various federal and state agencies. These are restricted for law enforcement purposes only.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 1,137,352	\$ 1,193,298	\$ 1,170,334	\$ 1,102,928		
Revenues/Sources						
Intergovernmental Revenues	-	-	-	-	0.0%	0.0%
Fines and Forfeitures	285,713	80,318	150,000	106,000	70.2%	-29.3%
Interest Income	28,585	46,576	50,000	45,000	29.8%	100.0%
Miscellaneous	-	-	-	-	0.0%	0.0%
Total revenues/sources	314,298	126,895	200,000	151,000	100.0%	-24.5%
Expenditures/Uses						
Public Safety	258,352	149,858	267,406	146,010	100.0%	-45.4%
Total Expenditures/uses	\$ 258,352	\$ 149,858	\$ 267,406	\$ 146,010	100.0%	-45.4%
 Excess(Deficit) of revenues over expenditures	 \$ 55,946	 \$ (22,963)	 \$ (67,406)	 \$ 4,990		
 Ending Balances	 \$ 1,193,298	 \$ 1,170,334	 \$ 1,102,928	 \$ 1,107,918		

CITY OF MIAMI SPRINGS
Projected Changes in Net Assets-Water and Sewer Fund

The Water and Sewer Fund accounts for the City's revenues and expenses of the water and sewer department.

	FY04-05	FY05-06	FY06-07	FY07-08	% of	% Change
	Actual	Actual	Budget	Budget	Total	from 2006-07
Beginning Net Assets	\$ 714,623	\$ 709,693	\$ 1,811,841	\$ 3,187,972		
Revenues/Sources						
Charges for Services	4,957,104	6,203,538	6,630,000	6,262,100	100.0%	-5.5%
Interfund transfers	450,000	-	-	-	0.0%	0.0%
Total revenues/sources	5,407,104	6,203,538	6,630,000	6,262,100	100.0%	-5.5%
Expenditures/Uses						
Operating Expenses	5,412,035	5,101,390	5,253,869	7,228,310	100.0%	37.6%
Total Expenditures/uses	\$ 5,412,035	\$ 5,101,390	\$ 5,253,869	\$ 7,228,310	100.0%	37.6%
Excess(Deficit) of revenues over expenditures	\$ (4,930)	\$ 1,102,148	\$ 1,376,131	\$ (966,210)		
Ending Net Assets	\$ 709,693	\$ 1,811,841	\$ 3,187,972	\$ 2,221,762		

CITY OF MIAMI SPRINGS
Projected Changes in Net Assets-Sanitation

The Sanitation Fund accounts for the City's revenues and expenses of the sanitation department.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Net Assets	\$ 205,179	\$ 200,728	\$ 201,125	\$ 271,287		
Revenues/Sources						
Charges for Services	1,546,219	1,732,101	1,816,340	2,200,000	100.0%	21.1%
Interfund transfers	275,000	217,002	315,432	-		
Debt Proceeds	-	-	-	-	0.0%	100.0%
Total revenues/sources	<u>1,821,219</u>	<u>1,949,103</u>	<u>2,131,772</u>	<u>2,200,000</u>	<u>100.0%</u>	<u>3.2%</u>
Expenditures/Uses						
Operating Expenses	1,825,670	1,948,706	2,061,610	2,182,067	100.0%	5.8%
Total Expenditures/uses	<u>\$ 1,825,670</u>	<u>\$ 1,948,706</u>	<u>\$ 2,061,610</u>	<u>\$ 2,182,067</u>	<u>100.0%</u>	<u>5.8%</u>
Excess(Deficit) of revenues over expenditures	\$ (4,451)	\$ 397	\$ 70,162	\$ 17,933		
Ending Net Assets	<u>\$ 200,728</u>	<u>\$ 201,125</u>	<u>\$ 271,287</u>	<u>\$ 289,220</u>		

CITY OF MIAMI SPRINGS
Projected Changes in Net Assets-Stormwater

The Stormwater Fund accounts for the City's revenues and expenses of the stormwater department.

	FY04-05	FY05-06	FY06-07	FY07-08	% of	% Change
	Actual	Actual	Budget	Budget	Total	from 2006-07
Beginning Net Assets	\$ 2,438,785	\$ 2,493,249	\$ 3,292,653	\$ 3,344,639		
Revenues/Sources						
Charges for Services	312,959	290,621	325,000	363,500	100.0%	11.8%
Grant revenues	-	778,190	-	-	0.0%	0.0%
Total revenues/sources	312,959	1,068,810	325,000	363,500	100.0%	11.8%
Expenditures/Uses						
Operating Expenses	258,494	269,407	273,014	350,283	100.0%	28.3%
Total Expenditures/uses	\$ 258,494	\$ 269,407	\$ 273,014	\$ 350,283	100.0%	28.3%
Excess(Deficit) of revenues over expenditures	\$ 54,465	\$ 799,404	\$ 51,986	\$ 13,217		
Ending Net Assets	\$ 2,493,249	\$ 3,292,653	\$ 3,344,639	\$ 3,357,857		

CITY OF MIAMI SPRINGS
Projected Changes in Fund Balance- Capital Projects Fund

The Capital Projects Fund is used to account for revenues and expenditures related to municipal construction projects city-wide, and to ensure that revenues earmarked for the projects are properly used.

	FY04-05 Actual	FY05-06 Actual	FY06-07 Budget	FY07-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ -	\$ -	\$ -	\$ -	-	-
Revenues/Sources						
Intergovernmental Revenues	-	-	-	3,600,000	99.9%	100.0%
Miscellaneous	-	-	-	5,000	0.1%	100.0%
Interfund Transfers	-	-	-	-	0.0%	0.0%
Total revenues/sources	-	-	-	3,605,000	100.0%	100.0%
Expenditures/Uses						
General Government	-	-	-	3,605,000	100.0%	100.0%
Total Expenditures/uses	\$ -	\$ -	\$ -	\$ 3,605,000	100.0%	100.0%
Excess(Deficit) of revenues over expenditures	\$ -	\$ -	\$ -	\$ -	-	-
Ending Balances	\$ -	\$ -	\$ -	\$ -	-	-

DEMOGRAPHICS

CITY OF MIAMI SPRINGS, FLORIDA
MISCELLANEOUS STATISTICS

Date of Incorporation	August 23, 1926
Form of Government	Council/Manager
Area	2.8 square miles
Miles of Streets	55
Fire Protection(Miami-Dade County):	
Number of Stations	1
Number of Firemen and Officers	21-24
Police Protection:	
Number of Stations	1
Number of Policemen and Officers	43
Education(Miami-Dade County):	
Attendance Centers	2 Elem, 1 Middle, 1 Sr. High
Number of Teachers	Middle 100/MS Elem. 42/SPV.Elem 40/MS High 156
Number of Students	6618
Municipal Water Department:	
Number of Connections	4,245
Annual Consumption	1000M gallons
Miles of Water Mains	40 miles
Sewers:	
Number of Connections	4,311
Sanitary Sewers	57.25 miles
Storm Sewers	4.8 miles
Building Permits Issued	1,592
Recreation and Culture:	
Number of Parks	3
Number of Libraries	1
Number of Volumes	2,000 (approx.)
Number of Senior Centers	1
Number of Public Swimming Pools	1
Number of Golf Courses	1
Non-Police Employees:	
Classified Service	84
Exempt	16
Police	43

CITY OF MIAMI SPRINGS, FLORIDA

PRINCIPAL EMPLOYERS

CURRENT YEAR AND NINE YEARS AGO

<u>EMPLOYER</u>	<u>2006</u>		Percentage of Total County Employment	<u>1997</u>		Percentage of Total County Employment
	<u>EMPLOYEES</u>	<u>RANK</u>		<u>EMPLOYEES</u>	<u>RANK</u>	
Miami-Dade County Public Schools	50,000	1	4.77%	33,658	1	3.50%
Miami-Dade County, Florida	30,000	2	2.86%	28,000	2	2.91%
Jackson Memorial Hospital	10,453	3	1.00%	7,216	5	0.75%
Baptist Health Systems	10,683	4	1.02%	3,275	9	0.34%
University of Miami	9,367	5	0.89%	7,574	4	0.79%
American Airlines	9,000	6	0.86%	9,000	3	0.94%
Miami-Dade Community College	5,400	7	0.52%	-		
United Parcel Service	5,000	8	0.48%	-		
Bellsouth	4,800	9	0.46%	5,000	6	0.52%
Winn Dixie Stores	4,616	10	0.44%	-		0.00%
Florida Power & Light	-		-	3,425	7	0.36%
Burdines Department Store	-		-	3,400	8	0.35%
Mt Sinai Medical Center	-		-	3,228	10	0.34%
	<u>139,319</u>		<u>13.30%</u>	<u>103,776</u>		<u>10.79%</u>

Source: The Beacon Council

CITY OF MIAMI SPRINGS, FLORIDA

PROPERTY TAX RATES

DIRECT AND OVERLAPPING GOVERNMENTS(1)

LAST TEN FISCAL YEARS

Fiscal Year	City of Miami Springs		OVERLAPPING RATES						Total Direct & Overlapping Rates
	City Wide	Debt Service	County			Special Districts			
			County- Wide	Debt Service	Fire	Library	School	State	
1997	6.7000	-	6.4690	0.7740	2.7450	0.3390	10.3660	0.7100	28.1030
1998	6.9500	0.8910	6.0230	0.8370	2.8640	0.3340	10.2600	0.6440	28.8030
1999	7.4500	0.8480	5.8090	0.8160	2.7520	0.3210	9.7440	0.6410	28.3810
2000	7.4500	0.5880	5.7510	0.6520	2.7520	0.3510	9.7170	0.6380	27.8990
2001	7.7500	0.6620	5.7130	0.5520	2.7520	0.4510	9.3760	0.7355	27.9915
2002	8.1500	0.5940	5.8890	0.3900	2.6610	0.4860	9.2520	0.7355	28.1575
2003	8.1436	0.5430	6.4690	0.2850	2.6610	0.4860	9.1000	0.7360	28.4236
2004	8.1436	0.5079	6.3792	0.2850	2.6610	0.4860	8.6870	0.7360	27.8857
2005	7.9000	0.4415	6.2638	0.2850	2.6610	0.4860	8.4380	0.7360	27.2113
2006	7.5000	0.3953	6.0373	0.2850	2.6510	0.4860	8.1050	0.7355	26.1951

(1) Overlapping rates are those of local and county governments that apply to property owners within the City of Miami Springs.

Additional information:

Property tax rates are assessed per \$1,000 of Taxable Assessed Valuation

Tax rate limits:

City	10.000 Mills
County	10.000 Mills
School	10.000 Mills
State	10.000 Mills

Source: Miami-Dade County
Department of Property Appraisal

CITY OF MIAMI SPRINGS, FLORIDA

DEMOGRAPHIC AND ECONOMIC STATISTICS

LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>Population (1)</u>	<u>Personal Income (Amounts Expressed in Thousands)</u>	<u>Per capita Personal Income (2)</u>	<u>Median Age (2)</u>	<u>School Enrollment (3)</u>	<u>Unemployment rate (4)</u>
1997	13,284	\$ 290,760	\$ 21,888	38.0	6,987	7.6
1998	13,287	308,471	23,216	38.0	6,885	7.0
1999	13,290	319,625	24,050	38.0	7,488	5.9
2000	13,295	340,698	25,626	38.0	7,922	5.1
2001	13,712	362,134	26,410	38.0	8,005	6.0
2002	13,901	375,257	26,995	38.0	7,123	6.6
2003	13,725	378,714	27,593	38.9	7,364	6.0
2004	13,725	399,068	29,076	N/A	6,828	5.6
2005	13,783	433,613	31,460	N/A	6,618	4.7
2006	13,824	N/A	N/A	N/A		4.5

Source: (1) City of Miami Springs and State of Florida

(2) Miami Dade County Finance Department

(3) Miami-Dade County Public Schools Registrar's Office

(4) Florida Agency for Workplace Innovation, Office of Workforce Information Services,
Labor Market Statistics

N/A- Information not available

CITY OF MIAMI SPRINGS, FLORIDA
PRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO
(amounts expressed in thousands)

2006				1997			
<u>Taxpayer</u>	<u>Assessed Valuation</u>	<u>Rank</u>	<u>Percentage Total Assessed Valuation</u>	<u>Taxpayer</u>	<u>Assessed Valuation</u>	<u>Rank</u>	<u>Percentage Total Assessed Valuation</u>
FELCORCSS HOLDINGS	19,523	1	2.1%				
AIRPORT FINANCIAL CENTER	9,698	2	1.0%				
RED ROOF INNS	7,181	3	0.8%	RED ROOF INNS	6,250	3	1.2%
AA GROUP, LTD.	-	-	0.0%	AA GROUP, LTD.	5,529	4	1.0%
DORIAN VAN BEYER CALLEN	7,170	4	0.8%	DORIAN VON BAYERN CALLEN	4,750	7	0.9%
MIAMI SPRINGS GOLF VILLAS	6,391	5	0.7%				
4299 MIA SPRG LLC	6,013	6	0.6%				
BRE HMSTD PORTFOLIO LLC	5,846	7	0.6%				
HFAIRHAVEN REAL ESTATE	5,679	8	0.6%				
LA QUINTA	5,289	9	0.6%				
FAIRWAYS INC	4,863	10	0.5%				
				SOUTHERN BELL	4,500	8	0.8%
				CROWN STERLING	17,500	1	3.3%
				EASTERN FINANCIAL CREDIT UNION	6,333	2	1.2%
				COMFORT INN	4,974	5	0.9%
				FIRST UNION NATIONAL BANK	4,943	6	0.9%
				DECK-MAIN ASSOC-MIAMI AIRPORT	3,661	9	0.7%
				AMBER INVESTMENTS	1,900	10	0.4%
	<u>\$ 77,653</u>		<u>8.2%</u>		<u>\$ 60,340</u>		<u>11.3%</u>

Sources: Miami-Dade County Tax Assessors' Office
2006 Tax Roll
Real/personal property adjusted taxable value- \$1,009,401,561

CITY OF MIAMI SPRINGS, FLORIDA

ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

LAST TEN FISCAL YEARS

(amounts expressed in thousands)

Fiscal Year	Real Property			Net Assessed Value	Total Direct Tax Rate	Estimated Actual Value	Net assessed Value as a Percentage of Estimated Actual Value (1)
	Residential Property	Commercial Property	Personal Property				
1997	\$ 371,940	\$ 107,194	\$ 56,836	\$ 535,970	6.70	822,714	65.15%
1998	382,608	108,146	50,000	540,754	6.95	827,353	65.36%
1999	393,890	112,604	56,525	563,019	7.45	855,789	65.79%
2000	409,125	123,071	83,157	615,353	7.45	923,029	66.67%
2001	441,197	128,865	74,263	644,325	7.75	972,930	66.23%
2002	453,113	134,135	83,426	670,674	8.15	1,006,011	66.67%
2003	500,231	145,749	82,766	728,746	8.14	1,107,694	65.79%
2004	552,173	157,590	78,188	787,951	8.14	1,221,324	64.52%
2005	655,039	182,998	76,241	914,278	7.90	1,358,098	67.32%
2006	741,005	204,876	73,093	1,018,974	7.60	1,606,562	63.43%

Note: Property in the City is reassessed each year. State law requires the Property Appraiser to appraise property at 100% of market value.

The Florida Constitution was amended, effective January 1, 1995, to limit annual increases in assessed value of property with homestead exemption to 3 percent per year or the amount of the Consumer Price Index, whichever is less. The increase is not automatic since no assessed value shall exceed market value. Tax rates are per \$1,000 of assessed value.

(1) Includes tax-exempt property.

Sources: Miami-Dade County
Department of Property Appraisal -DR-420

CITY OF MIAMI SPRINGS, FLORIDA

PROPERTY TAX LEVIES AND COLLECTION

LAST TEN FISCAL YEARS

(amounts expressed in thousands)

Fiscal Year Ended September 30,	Total taxes Levied for Fiscal Year	Collected within the Fiscal Year of Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percent of Levy		Amount	Percent of Levy
1997	3,413	3,293	96.5%	94	3,387	99.2%
1998	3,835	3,667	95.6%	94	3,761	98.1%
1999	3,686	3,575	97.0%	56	3,631	98.5%
2000	4,140	3,931	95.0%	178	4,109	99.3%
2001	4,340	4,187	96.5%	66	4,253	98.0%
2002	4,744	4,649	98.0%	33	4,682	98.7%
2003	5,466	5,284	96.7%	26	5,310	97.1%
2004	5,826	5,664	97.2%	25	5,689	97.6%
2005	6,312	6,124	97.0%	75	6,199	98.2%
2006	7,103	6,891	97.0%	89	6,980	98.3%

Source: City of Miami Springs, Finance department and the Miami Dade County Tax Collector's Office

Note: Total Adjusted Tax Levy is based on final assessed property values by Miami-Dade County Department of Property Appraisal office after the Property Appraisal Adjustment Board has completed hearings on the tax roll; and before discounts.

Discounts Allowed:

November	4%
December	3%
January	2%
February	1%
April	Taxes delinquent

APPENDIX

GLOSSARY OF FUNDS/KEY TERMS

AD VALOREM TAXES: Taxes paid on the fair market value of land, buildings, and equipment. Used to fund general operations and debt service. See also "Millage Rate".

APPROPRIATION: Money allocated by the City Council for a specific purpose.

AUTHORIZED POSITIONS: Employee positions, which are authorized/funded in the adopted budget.

BALANCED BUDGET: A budget in which planned funds or revenue available are equal to fund planned expenditures.

BOND FUNDS: Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as Capital Projects Funds). May be General Obligation or Revenue Bonds.

BUDGET: A Balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded with a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

CAPITAL EXPENDITURES: See "CAPITAL OUTLAY"

CAPITAL IMPROVEMENTS: Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as "Infrastructure." See also "CAPITAL PROJECT".

CAPITAL PROJECT: To account for financial resources to be used for the acquisition or construction of major facilities (other than those financed by proprietary funds, special assessment and trust funds); usually funded through the sale of bonds or other capital financing methods.

CAPITAL OUTLAY: Expenditures that result in the acquisition of or addition to fixed assets that have a value of \$1,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset.

CAPITAL IMPROVEMENTS PLAN (CIP): All capital expenditures planned for the next five years. The plan specifies both proposed projects and the

resources estimated to be available to fund projected expenditures.

COST-OF-LIVING ADJUSTMENT (COLA): An increase in salaries to offset the adverse effect of inflation on compensation.

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

DEBT SERVICES: To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEBT LIMIT: The maximum amount of debt, which the City is, permitted to incur under constitutional, statutory or charter provisions. Usually expressed as a percentage of assessed valuation.

DERM: Abbreviation for the Miami-Dade County Department of Environmental Protection and Management.

ENTERPRISE: A series of accounts grouped to account for operation that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Water, Sewer, Sanitation Stormwater, and Golf Course operations.

EXPENDITURE: The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss. A decrease in the net financial resources under the current financial resources measurement focus not properly classified as "Other Financing Uses."

EXPENSE: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of the fund.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service/ To encumber funds means to set aside or commit funds for a specified future expenditure.

FISCAL YEAR: The fiscal year for the City of Miami Springs begins October 1, and ends on September 30.

FUND: A group of appropriations treated as an entity to meet legal requirement of Generally Accepted Accounting Principles.

FUND BALANCE: The equity of net worth of a general or trust resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GENERAL FUND: To account for all financial resources except those required to be accounted for in another fund, usually this applies to funds used for normal, day-to-day operating purposes, the chief operating fund of the City.

GOAL: The primary purpose for which a unit of government exist. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

LOCAL GOVERNMENT 1/2 CENT SALES TAX: The Value of 1/2 cent of the State sales tax, which is returned to the county collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX: A tax levy of up to six cents on each gallon of motor and special fuels sold. Which may be imposed by Miami-Dade County in accordance to State Law, and which is shared with the cities in the County, including the City of Miami Springs.

MILLAGE RATE: One mill equals \$1.00 of tax for each \$1,000.00 of property value.

OBJECTIVES: Measurable and specific accomplishments which work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET: A balance fiscal plan for providing governmental programs and services for a single fiscal year.

OPERATING EXPENDITURES: All costs associated with the general operation of a given department. These costs include Professional

Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES: All costs associated with salaried, fringes, and other related employee benefits.

PRIOR YEAR ENCUMBRANCES: Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.

PROPERTY TAXES: Taxes paid on the assessed or "just" value of the land, building, business inventory or equipment.

RETAINED EARNINGS: The accumulated income earned less the cost incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUES: Income derived from taxes, fees, and charges. In a broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED BACK MILLAGE RATE: That millage rate which will provide the same property tax levy as was levied during previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING: Funds distributed by formula to local governments with few or no limits on the purposes or which the funds may be used.

SPECIAL REVENUE FUND: To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capitol projects) that are legally restricted to expenditures for specified purpose.

SPECIAL ASSESSMENT: To account for the financing of public improvements or services deemed to benefit the properties against which special assessments are levied.

TRUST AND AGENCY: To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. These include the following funds: (a) Expendable Trust; (b) Non-expendable Trust; (c) Pension Trust; and (d) Agency.

UNRESTRICTED FUND BALANCE: This refers to the cumulative value of the excess of revenues over expenses/expenditures remaining from prior years, which are available for appropriation and expenditure in the current year. In the government-wide or proprietary fund statement of net assets, this is named "Net Assets-Unrestricted".

UNRESERVED FUND BALANCE: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.